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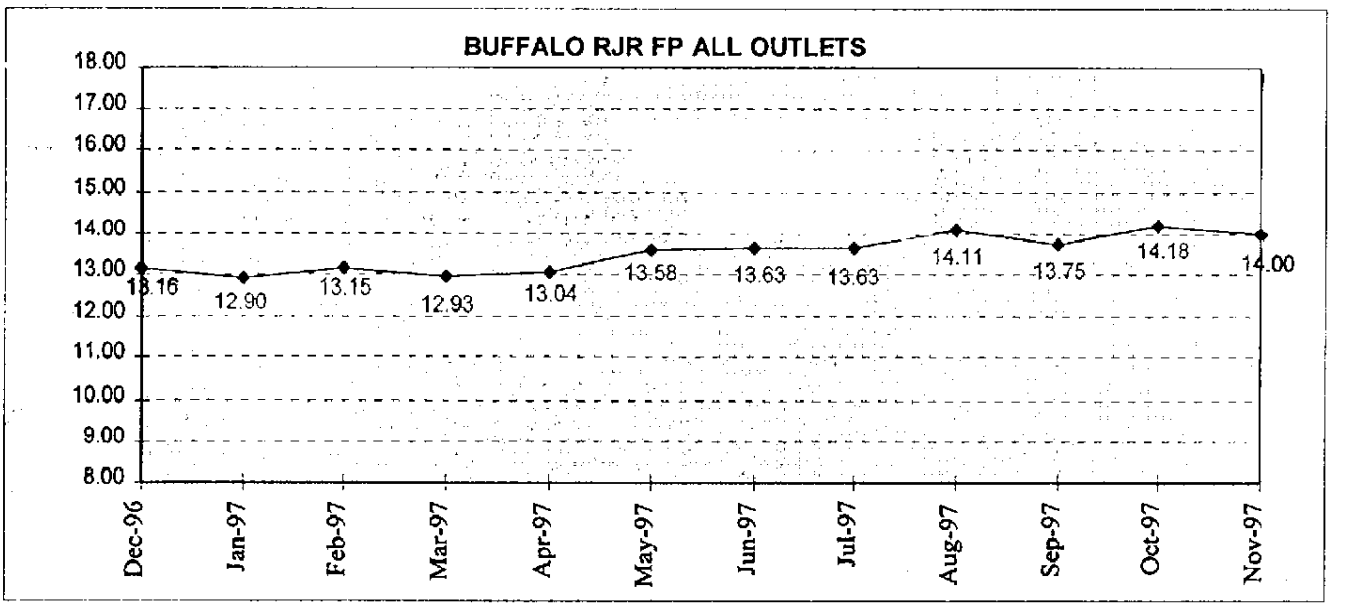
Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

MARLIN TOP LINE BUSINESS REPORT - NOVEMBER, 1997

BUFFALO REGION

1997 Performance **1997 Goals**

	May '97 (New Sample)	November '97	Nov. vs. Oct. Change	May/June Base	2nd Half 1997	Difference
RJR F.P. SOM	13.58	14.00	-.18	13.60	13.93	+.33
Winston SOM	4.72	5.24	-.20			
Camel (X-Reg) SOM	3.52	3.50	+.04	3.45	3.46	-.09
Salem SOM	3.08	3.05	+.02			
RJR SAV/SOC	32.09	34.37	+.94			
Doral SOC	15.75	17.06	+.46	15.94	16.26	+.32
Monarch SOC	8.22	7.76	-.06			
Forsyth SOC	7.57	9.14	+.57			
RJR Total SOM	23.99	24.40	-.13			



Industry / RJR Full Price

Overall Industry Share of full price increased .70 vs. October with the C/G segment posting the only full price share decline.

Overall RJR full price share of market decreased .18 vs. October driven exclusively by a .20 overall share loss on Winston. Both Camel (x-reg) and Salem posted modest overall share gains in November.

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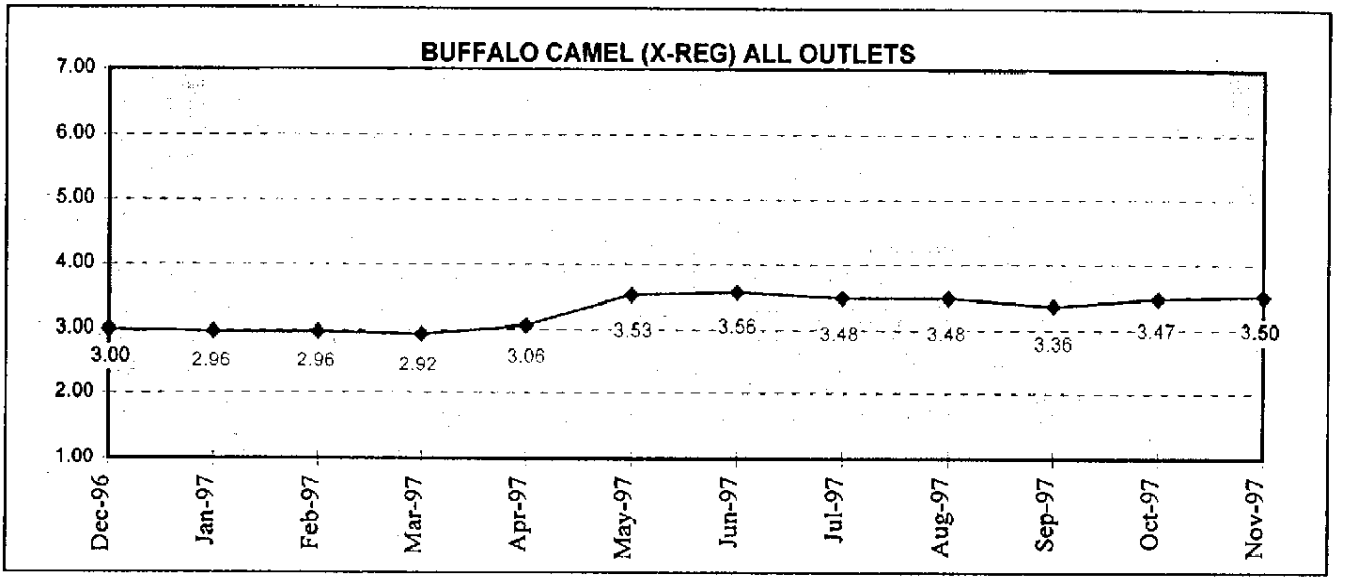

Camel (x-reg.)

Overall Camel (x-reg) share of market increased .04 vs. October driven primarily by a .07 share gain in cigarette outlets. Increased C/O discounting activity in general, in addition to slightly higher display exposure for the brand, drove its performance in this segment.

Camel's Convenience/Gas share declined .10 despite significantly greater display exposure as well as having our Camel B2G2F promotion at retail. Camel share was most likely impacted negatively by heavy BSGSF activity on both Doral and Basic. All major industry full price brands appear to have felt this pressure as evidenced by their weak share performance during the month.

Through November, Kamel Reds have achieved an overall combined .16 share of market with the largest share gain being posted in the C/G segment (.31).

Action Plan

During February our pricing strategies need to be executed aggressively and effectively to defend Camel's business at retail. Plans also need to be put in place to defend Camel vs. Marlboro "heavy up" activity which is scheduled to begin March 1 and run through April. It appears that the discount value on Marlboro will be $2.50/25¢ during this period.

Display activity at retail needs to be pursued aggressively and increased. Of particular importance are Convenience/Gas Outlets and Cigarette Outlets due to the significant Camel volume sold through these trade segments.

As always, adequate inventory levels for Camel brand styles need to be maintained at retail at all times!

Red Kamel

Continue to increase product availability (presently at 87% - 100 + CPW calls) and display presence at retail to sustain the brand's momentum.

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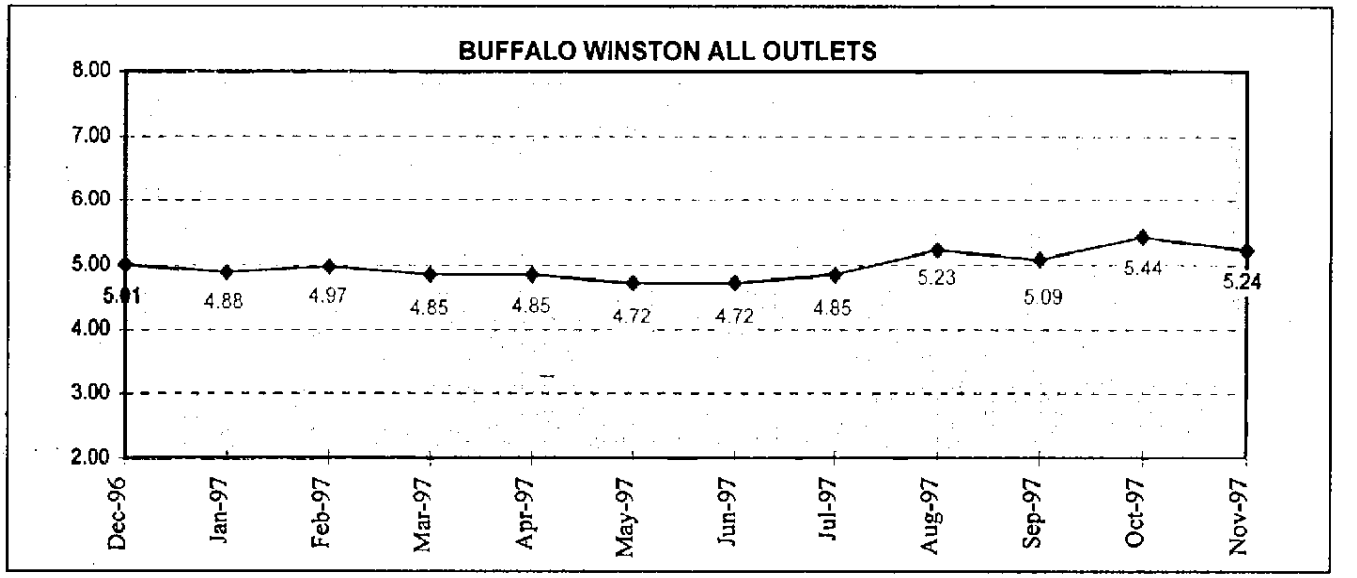
"O-Zone" outlets should now have displays and signage in place. **Ensure retail personnel understand how the program works.**

The action plan for Red Kamels is straightforward! Maintain adequate quantities of product while displaying the brands in the consumer's line of sight.



Winston

Overall Winston share of market decreased .20 vs. October with share losses being posted across all trade segments. Winston C/G share declined .26. Winston C/G discounting activity in general declined significantly as a result of executing the equity test pricing strategies. This factor, coupled with heavy BSGSF activity on both Doral and Basic during the month, most likely impacted Winston negatively. The Sales Force was successful in significantly increasing display exposure for the brand in the Convenience/Gas trade segment during November. This display activity is vital to Winston's future success.

Winston's C/O share declined .17 despite increased levels of display exposure and overall discounting activity. Heavy BSGSF activity by Marlboro (+.1.06) in this trade segment may have pressured Winston's performance.

ACTION PLAN

During February our pricing strategies should be lined up with the Winston Equity Test guidelines. Plans also need to be put in place to defend Camel vs. Marlboro "heavy up" activity which is scheduled to begin March 1 and run through April.

During February, the following offensive activities need to be driven hard to communicate our "No Bull" message at retail to encourage consumer trial and capitalize on the strong start we've had with the relaunch.

1) Ensure adequate quantities of product are available at retail to meet consumer demand. This is **critically** important due to competitive smokers potentially switching to Winston after

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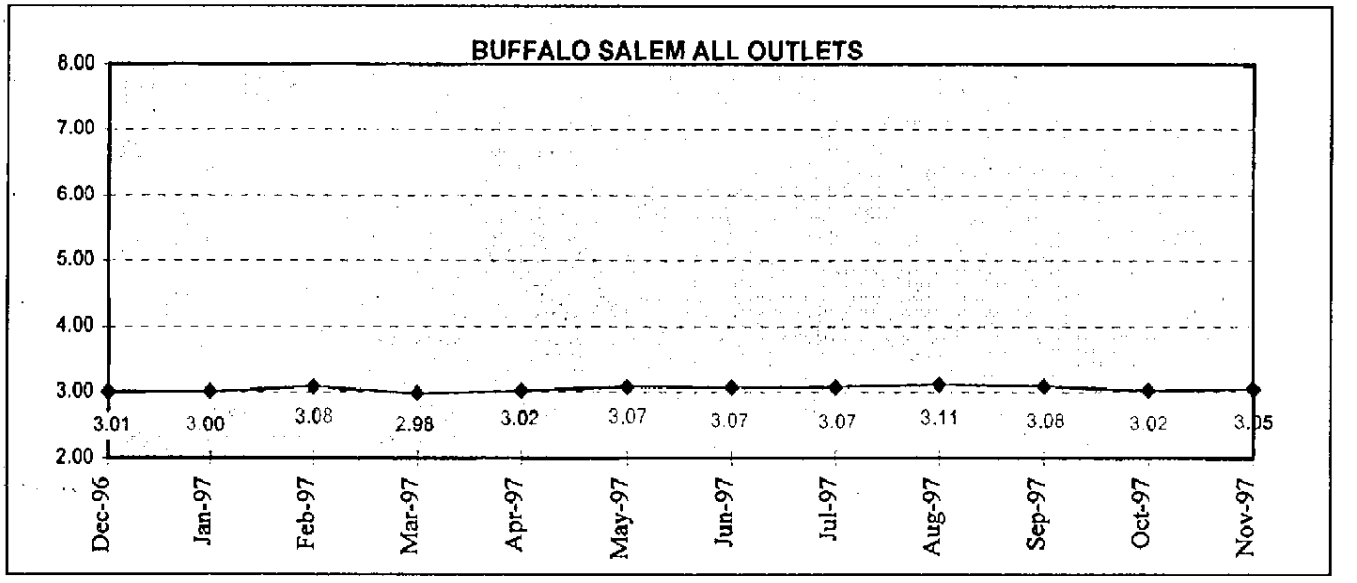
trying the brand. If they encounter an out of stock situation when trying to purchase Winston, they will most likely revert back to their former brand - for good.

The majority of trial and growth for Winston will come from the box styles. Special emphasis needs to be placed on ensuring we do not run out of stock on the box styles. In particular, Winston Ultra Box style trial has greatly exceeded expectations. We have a tremendous opportunity in the Region to significantly increase product availability on these styles (presently at 85% - 100 + CPW calls) immediately.

2) Communicate our "No Bull" message via impactful permanent and temporary display use. POS/PDI placements need to be dominant at retail both inside and outside the store.

3) Educate retailers and consumers relative to the "No Additives Advantage" via personal selling and conversion efforts. Aggressively communicate the "stick to stick" comparison message.

As always, adequate inventory levels for Winston brand styles need to be maintained at retail at all times!



Salem

Overall Salem share of market increased .02 vs. October driven primarily by a .13 gain in the C/G segment. Salem's C/G share gain can be attributed to an increase in the number of locations where Salem was promoted in addition to an increase in the amount of product promoted. Until we resume the Salem tear tape program in 1998, it is critical that we continue the strategy of promoting at least 1.8 weeks of Salem volume in each C/G partner location.

Salem's C/O share increased .04 vs. October out performing both Kool and Newport for the second straight month. Higher display exposure for both Newport and Kool vs. Salem continues to be an issue in this trade segment.

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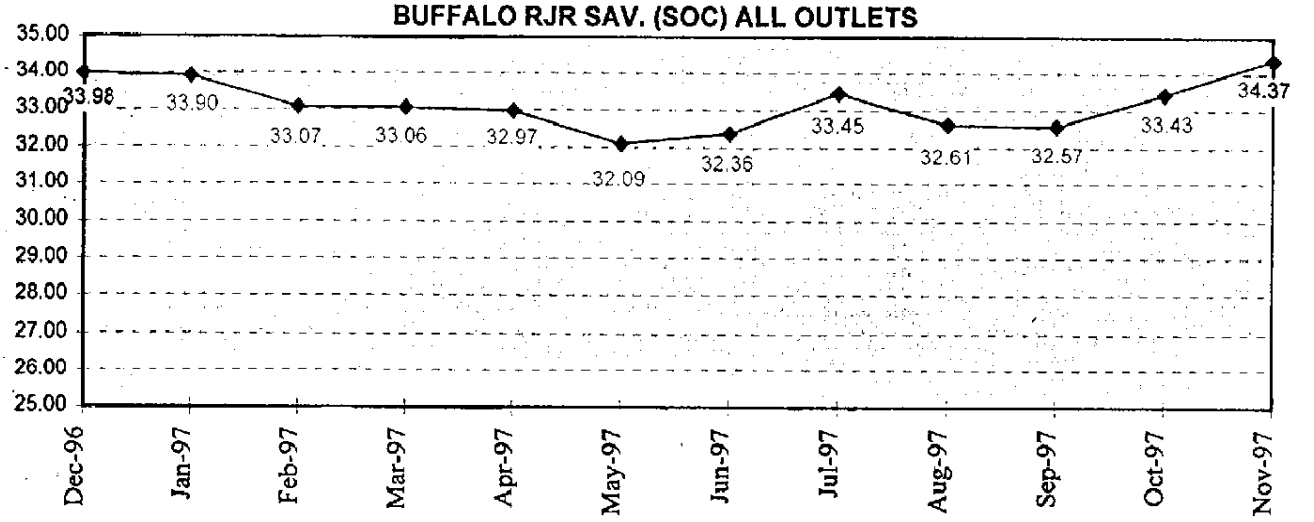
ACTION PLAN

Continue to execute current pricing strategies. Utilize retail accrual match and RDA rollover dollars to promote Salem in Nashua and Albany Divisions OO locations where menthol development is significant and competitive discount pressure heavy.

Ensure that at least 1.8 weeks of Salem volume is promoted in each C/G partner location at retail per plan. In that the tear tape program will not resume until 2nd Quarter 1998, SRs/KAMs and AMs need to ensure that we have a plan and execute the strategy.

Display activity in the OO and C/G trade segments should continue to be pursued aggressively.

As always, adequate inventory levels for Salem brand styles need to be maintained at retail at all times!



Industry / RJR Savings

Overall industry share of savings decreased .70 with the C/G segment posting the only savings increase.

Overall RJR savings share of category grew .94 following October's .86 increase. Strong Doral performance (+.46), particularly in Convenience/Gas locations, in addition to strong Forsyth performance (+.57), drove the savings gain.

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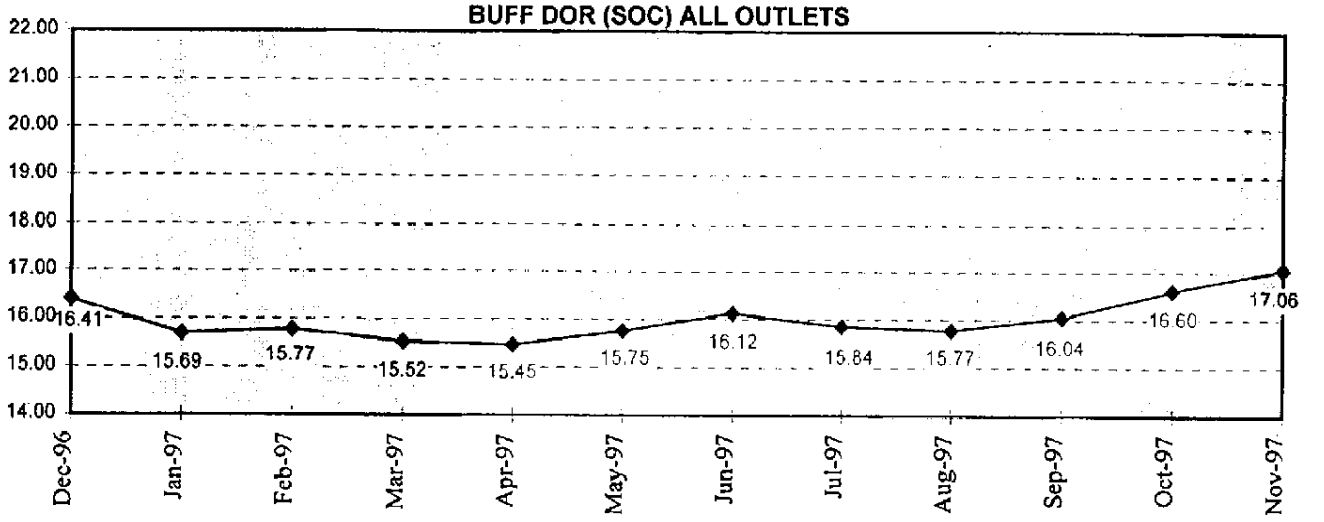

Doral

Overall Doral share of category increased .46 driven by strong performance in the C/G and C/O trade segments.

Doral's C/G share of category increased 1.74 vs. October primarily due to the execution of our B2G1F promotion. An increase in the number of locations where Doral was promoted, as well as an increase in product availability and display also helped drive Doral's performance.

Doral posted a .20 share of category increase in the C/O class of trade out performing major savings competitors for the second straight month. The Sales Force was successful in following up last month's significantly increased display exposure with additional gains during November.

Through November, Doral Box styles have achieved an overall combined 1.56 share of category. The C/O segment is posting a 2.24 share followed by C/G at .83.

Action Plan

Continue to execute the ceiling strategy on Doral across all trade segments. Ensure adequate quantities of product are promoted to match the tactics of key competitive savings brands and PM's heavy up activity.

The following two (2) tactics need to be worked hard in the OO segment to improve Doral's performance:

1) Continue to increase display exposure for Doral! In particular, temporary floor displays for Doral need to be gained in cigarette outlet locations.

2) Ensure that we are promoting in all locations, excluding PM exclusive, where Basic and/or GPC are being promoted.

KAM's/AM's/SR's neeed to ensure that Doral is being promoted in SM locations during "Plan A" periods if Basic and/or GPC is being discounted. While we buydown Doral to match Marlboro during "Plan B" periods, we need a solid plan in place to ensure we are defended against

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competitive activity at all times. Clear communication of our execution tactics needs to be communicated and understood by our Retail Reps.

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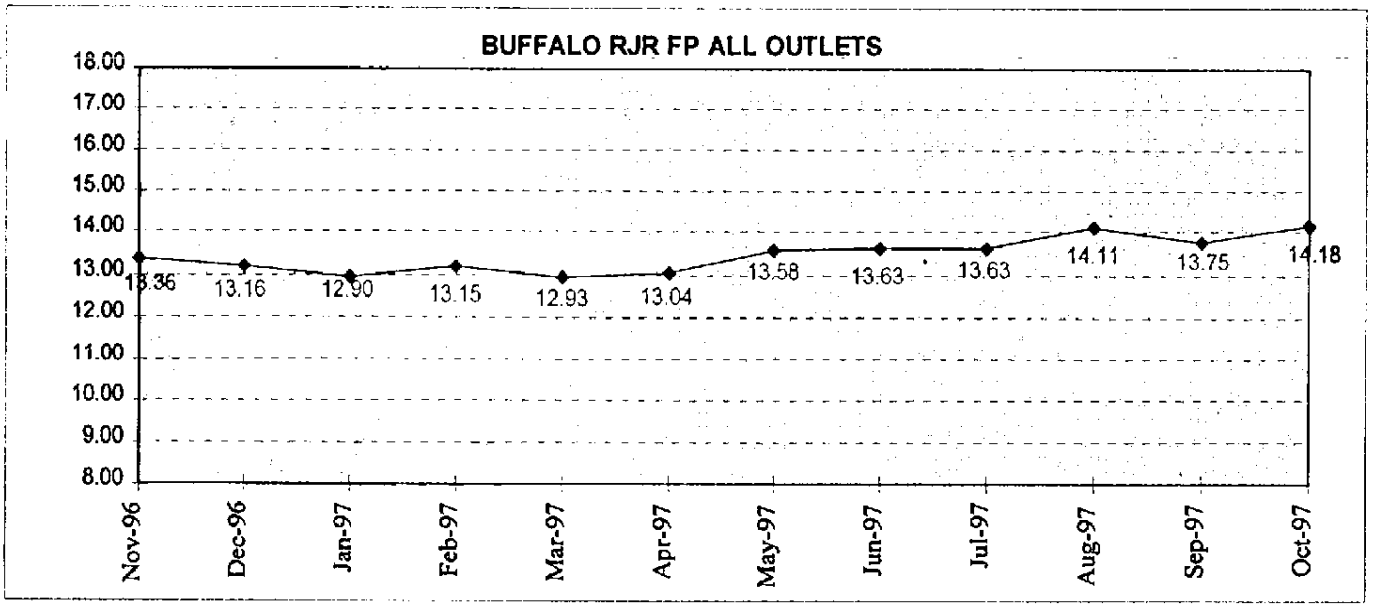
MARLIN TOP LINE BUSINESS REPORT - OCTOBER, 1997

BUFFALO REGION

1997 Performance **1997 Goals**

	May '97 (New Sample)	October '97	Oct. vs. Sept. Change	May/June Base	2nd Half 1997	Difference
RJR F.P. SOM	13.58	14.18	+.43	13.60	13.92	+.32
Winston SOM	4.72	5.44	+.35			
Camel (X-Reg) SOM	3.52	3.47	+.11	3.54	3.45	-.09
Salem SOM	3.08	3.02	-.06			
RJR SAV/SOC	32.09	33.43	+.86			
Doral SOC	15.75	16.60	+.56	15.94	16.08	+.15
Monarch SOC	8.22	7.82	+.01			
Forsyth SOC	7.57	8.57	+.23			
RJR Total SOM	23.99	24.53	+.60			



Industry / RJR Full Price

Overall Industry Share of full price increased .29 vs. September with the SM segment posting the only full price share decline.

Overall RJR full price share of market increased .43 vs. September driven primarily by strong CG gains on Winston (+.71) and Camel (+.18). In addition, strong share performance for all full price brands in the OO trade segment helped drive overall share.

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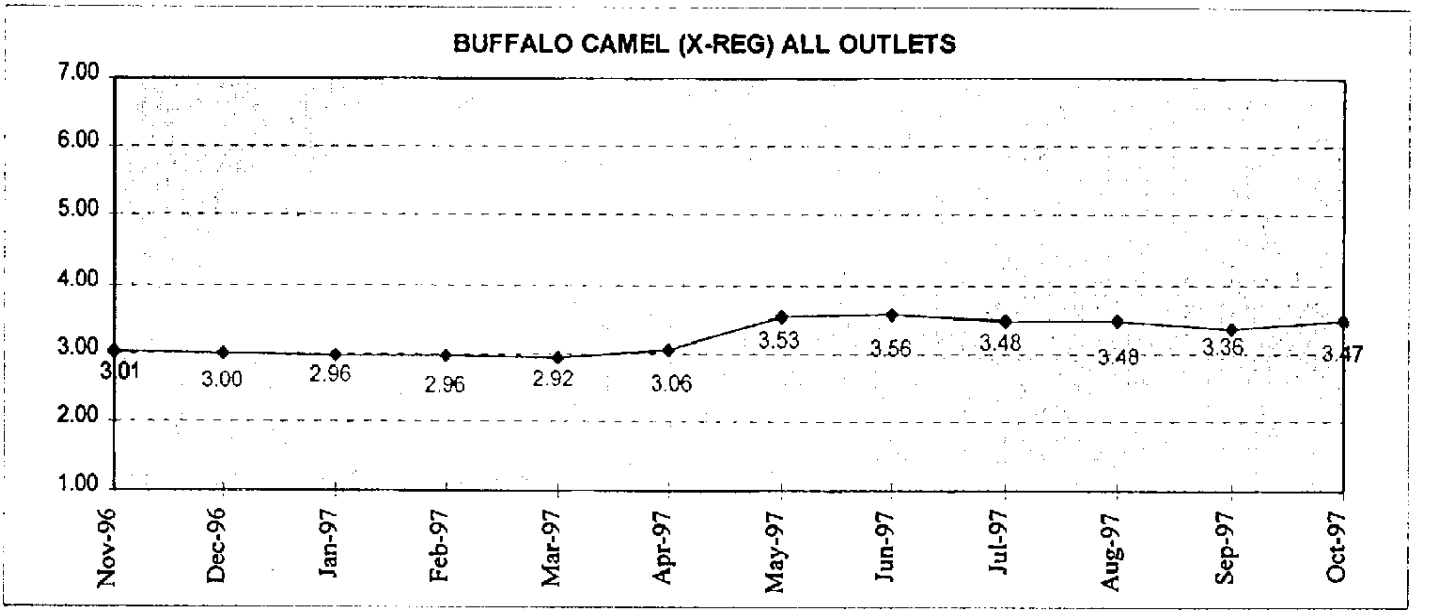
Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000



Camel (x-reg.)

Overall Camel (x-reg) share of market increased .11 vs. September driven by share gains across all trade segments except SM. Most notably, we experienced a .18 share of market gain in the CG segment where the majority of Camel business is sold in the Region. Prior to October, Camel posted no share gains for three straight months in this trade segment.

After experiencing some display loss on Camel during the first few months of the Winston relaunch, the Sales Force has been successful in building display exposure back to pre-launch levels. This is critical to Camel's success. In addition, October's B2G2F promotion, as well as reduced pressure by discounted Marlboro product during the month, got the brand back on track. It is critical that we continue to sustain retail activity on Camel while concurrently relaunching Winston.

Through October, Kamel Reds have achieved an overall combined .15 share of market with the largest share gain being posted in the CG segment.

ACTION PLAN

During December and January, it is critical that we defend Camel vs. Marlboro "heavy up" activity. We need to ensure that our pricing strategies for "Plan B" are executed aggressively and effectively to combat PM's activity.

Display activity at retail needs to be pursued aggressively and increased. Of particular importance are Convenience/Gas Outlets and Cigarette Outlets due to the significant Camel volume sold through these outlets.

As always, adequate inventory levels for Camel brand styles need to be maintained at retail at all times!

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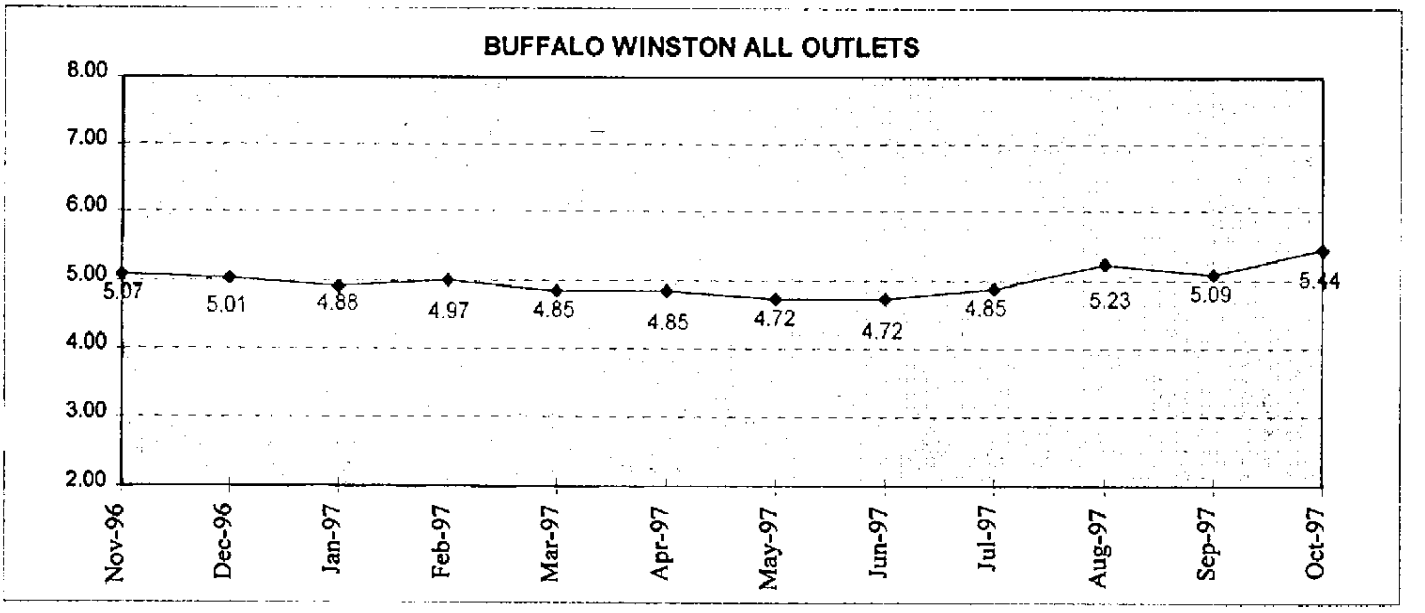
Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

Red Kamel

Continue to increase product availability (presently at 87% - 100 + CPW calls) and display presence at retail to sustain the brand's momentum.

"O-Zone" outlets should have displays and signage in place by year end. Red Kamel calendars will be shipped to stores in early January followed by T-shirts in February. **Ensure retail personnel understand how the program works.**

The action plan for Red Kamels is straightforward! Maintain adequate quantities of product while displaying the brands in the consumer's line of sight.



Winston

Despite reduced levels of display exposure and discounting activity in general vs. September, overall Winston share of market increased .35. This share gain was driven primarily by a .71 share of market gain in the CG segment. While a small portion of our display and discounting activity losses can be attributed to switching from a "Plan B" to "Plan A" month, we need to sustain strong retail activities on Winston ongoing.

ACTION PLAN

During December and January, it is critical that we defend Winston vs. Marlboro "heavy up" activity. We need to ensure that our pricing strategies for "Plan B' are executed aggressively and effectively to combat PM activity.

December/January price strategy activities should be lined up with the Winston Equity Test guidelines.

During December and January, the following offensive activities need to be driven hard to communicate our "No Bull" message at retail to encourage consumer trial and capitalize on the strong start we've had with the relaunch.

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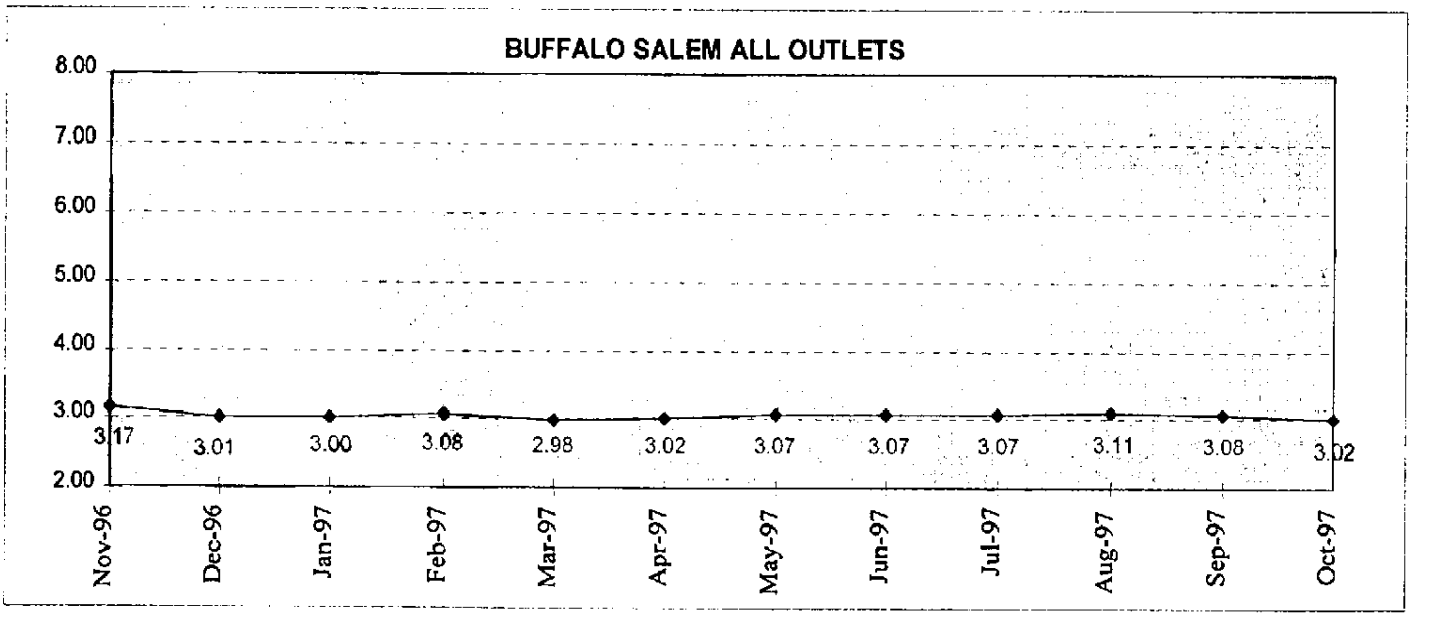
1) Ensure adequate quantities of product are available at retail to meet consumer demand. This is **critically** important due to competitive smokers potentially switching to Winston after trying the brand. If they encounter an out of stock situation when trying to purchase Winston, they will most likely revert back to their former brand - for good.

The majority of trial and growth for Winston will come from the box styles. Special emphasis needs to be placed on ensuring we do not run out of stock on the box styles. In particular, Winston Ultra Box style trial has greatly exceeded expectations. We have a tremendous opportunity in the Region to significantly increase product availability on these styles (presently at 78% - 100 + CPW calls) immediately. Philip Morris will be introducing Marlboro Ultra's during the first quarter of 1998. This leaves us a small time frame in which to capitalize on ultra box styles without competition from Marlboro in this category.

2) Communicate our "No Bull" message via impactful permanent and temporary display use. POS/PDI placements need to be dominant at retail both inside and outside the store.

3) Educate retailers and consumers relative to the "No Additives Advantage" via personal selling and conversion efforts. Aggressively communicate the "stick to stick" comparison message.

As always, adequate inventory levels for Winston brand styles need to be maintained at retail at all times!



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Salem

Overall Salem share of market decreased .06 driven exclusively by a .22 share loss in the CG segment. Share gains were posted in all of the other trade segments. Both Newport and Kool posted significantly greater share loss than Salem during the month

Salem's CG share loss was primarily due to a decrease in the number of locations Salem was promoted in during the month in addition to a reduction in the amount of product promoted. The reduction in discounting activity caused a reduction in display exposure for Salem. Until we resume the Salem tear

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

tape program in 1998, it is critical that we continue the strategy of promoting at least 1.8 weeks of Salem volume in each CG partner location.

Salem's OO share increased .10 vs. September, out performing both Kool (-.12) and Newport (-.04). Display exposure for Salem declined during October after posting increases for the previous three (3) months. Higher display exposure for Kool and Newport vs. Salem continues to be an issue in this trade segment.

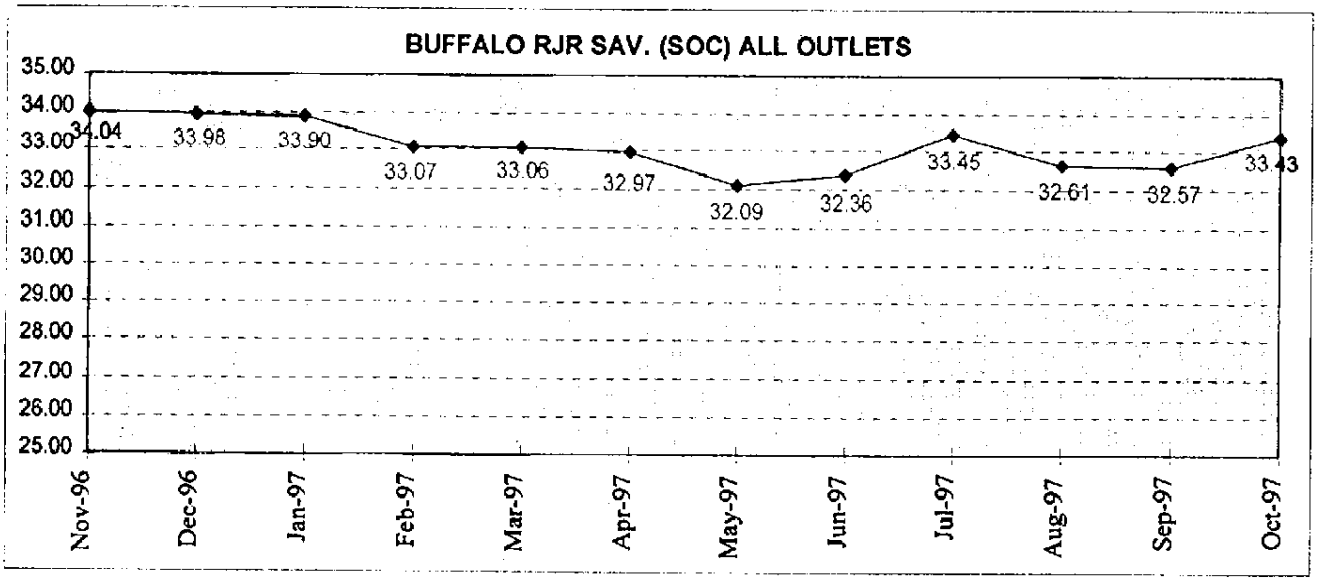
ACTION PLAN

Continue to execute current pricing strategies. Utilize retail accrual match and RDA rollover dollars to promote Salem in Nashua and Albany Divisions OO locations where menthol development is significant and competitive discount pressure heavy.

CG declines in overall discounting activity and display levels as we experienced in October can not occur without the brand being impacted negatively. Ensure that at least 1.8 weeks of Salem volume is promoted in each CG partner location at retail per plan. In that the tear tape program will not resume until 2nd Quarter 1998, SRs/KAMs and AMs need to ensure that we have a plan and execute the strategy.

Display activity in the OO and CG trade segments should continue to be pursued aggressively.

As always, adequate inventory levels for Salem brand styles need to be maintained at retail at all times!



Industry / RJR Savings

Overall industry share of savings decreased .29 vs. September with the SM segment posting the only savings increase.

Overall RJR savings share of category increased .86 vs. September driven by strong Forsyth performance in the CG trade segment (+1.50) as well as strong Doral performance in Cigarette Outlets (+1.32).

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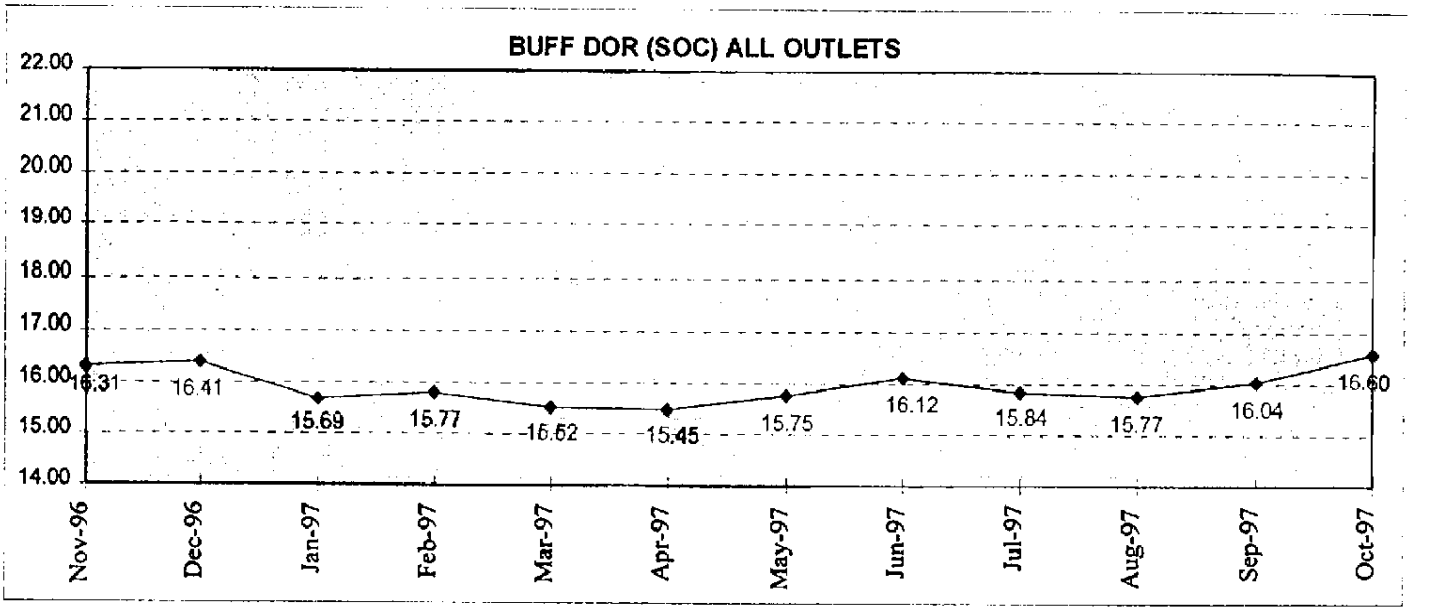

Doral

Overall Doral share of category increased .56 driven exclusively by strong CO performance (+1.32). A significant increase in the amount of display exposure for the brand was most likely the major contributor towards share gain. Doral strongly out performed all other key savings competitors in this class of trade during October.

Doral also experienced a significant increase in display exposure in the CG segment but experienced a .29 share of category decline. A reduction in the number of locations where the brand was discounted in and a reduction in overall product availability impacted the brand negatively. In addition, strong performance by Forsyth brands (+1.50) most likely drove down the share for Doral as well as other key savings brands in CG during October.

Through October, Doral Box styles have achieved an overall combined 1.39 share of category. The OO segment is posting a 1.78 share followed by CG at .80.

Action Plan

Continue to execute the ceiling strategy on Doral across all trade segments. Ensure adequate quantities of product are promoted to match the tactics of key competitive savings brands and PM's heavy up activity.

The following two (2) tactics need to be worked hard in the OO segment to improve Doral's performance:

1) Continue to increase display exposure for Doral! In particular, temporary floor displays for Doral need to be gained in cigarette outlet locations.

2) Ensure that we are promoting in all locations, excluding PM exclusive, where Basic and/or GPC are being promoted.

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KAM's/AM's/SR's neeed to ensure that Doral is being promoted in SM locations during "Plan A" periods if Basic and/or GPC is being discounted. While we buydown Doral to match Marlboro during "Plan B" periods, we need a solid plan in place to ensure we are defended against competitive activity at all times. Clear communication of our execution tactics needs to be communicated and understood by our Retail Reps.

Doral Box Styles

Continue to increase product availability (presently at 76% - 100 + CPW calls) and display exposure for the Doral Box styles in all calls. Highlight the box styles via display placement and POS to avoid having them "blend in" with the other Doral styles.

As always, adequate inventory levels for Doral brand styles need to be maintained at retail at all times!

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Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

MONTHLY SOM/SOC LEVELS (OCTOBER)
MONTH TO MONTH SOM/SOC CHANGES (OCTOBER VS. SEPTEMBER)

Criteria	AO	C/G	SM	OO	CO
RJR F.P. SOM	14.18	15.09	(0.30)	12.82	12.15
	0.43	0.70		0.43	0.38
Cam x-reg SOM	3.47	4.85	(0.11)	2.59	2.78
	0.11	0.18		0.13	0.10
Winston SOM	5.44	5.76	(0.18)	4.92	4.78
	0.35	0.71		0.20	(0.03)
Salem SOM	3.02	2.64	0.08	3.01	2.57
	(0.06)	(0.22)		0.03	0.10
RJR SAV/SOC	33.43	45.19	(1.66)	27.00	28.42
	0.86	1.21		1.13	1.21
Doral SOC	16.60	12.59	(0.29)	18.65	19.48
	0.56	(0.29)		1.09	1.32
Forsyth SOC	8.57	21.10	(0.24)	2.75	3.00
	0.23	1.50		(0.24)	(0.46)
Monarch SOC	7.82	11.17	(1.06)	5.16	5.50
	0.01	(0.04)		0.19	0.31
Marlboro SOM	29.95	37.35	(0.21)	23.58	18.48
	0.25	(0.05)		0.73	0.43
Newport SOM	7.39	8.98	0.34	6.11	4.39
	(0.18)	(0.49)		(0.04)	(0.04)
Basic SOC	13.06	15.13	0.17	11.41	10.01
	(0.25)	(0.16)		(0.36)	(0.22)
BAT P.L.SOC	10.29	1.91	0.36	15.23	16.96
	0.01	(0.57)		(0.39)	(0.28)
GPC SOC	14.07	15.84	(1.13)	13.12	12.47
	(0.04)	(0.27)		0.25	0.22
Old Gold SOC	6.16	5.79	(0.58)	6.08	6.35
	0.43	1.43		0.06	(0.22)

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Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

MONTHLY SOM/SOC LEVELS (OCTOBER)
MONTH TO MONTH SOM/SOC CHANGES (OCTOBER VS. SEPTEMBER)

Criteria	AO	C/G	SM	OO	CO
RJR F.P. SOM	14.18	15.09	16.36	12.82	12.15
	0.43	0.70	(0.30)	0.43	0.38
Cam x-reg SOM	3.47	4.85	2.50	2.59	2.78
	0.11	0.18	(0.11)	0.13	0.10
Winston SOM	5.44	5.76	6.33	4.92	4.78
	0.35	0.71	(0.18)	0.20	(0.03)
Salem SOM	3.02	2.64	4.21	3.01	2.57
	(0.06)	(0.22)	0.08	0.03	0.10
RJR SAV/SOC	33.43	45.19	36.52	27.00	28.42
	0.86	1.21	(1.66)	1.13	1.21
Doral SOC	16.60	12.59	16.48	18.65	19.48
	0.56	(0.29)	(0.29)	1.09	1.32
Forsyth SOC	8.57	21.10	5.24	2.75	3.00
	0.23	1.50	(0.24)	(0.24)	(0.46)
Monarch SOC	7.82	11.17	14.07	5.16	5.50
	0.01	(0.04)	(1.06)	0.19	0.31
Marlboro SOM	29.95	37.35	30.54	23.58	18.48
	0.25	(0.05)	(0.21)	0.73	0.43
Newport SOM	7.39	8.98	9.30	6.11	4.39
	(0.18)	(0.49)	0.34	(0.04)	(0.04)
Basic SOC	13.06	15.13	17.01	11.41	10.01
	(0.25)	(0.16)	0.17	(0.36)	(0.22)
BAT P.L.SOC	10.29	1.91	5.77	15.23	16.96
	0.01	(0.57)	0.36	(0.39)	(0.28)
GPC SOC	14.07	15.84	14.47	13.12	12.47
	(0.04)	(0.27)	(1.13)	0.25	0.22
Old Gold SOC	6.16	5.79	7.90	6.08	6.35
	0.43	1.43	(0.58)	0.06	(0.22)

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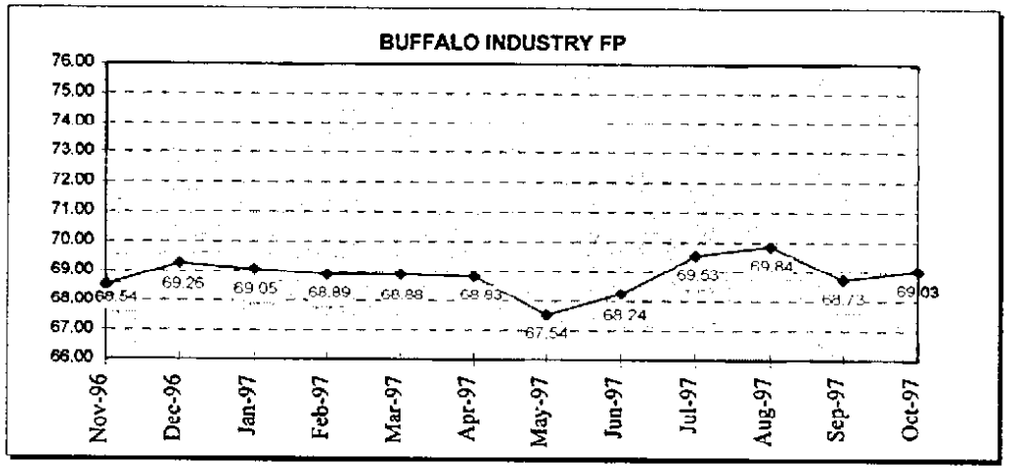
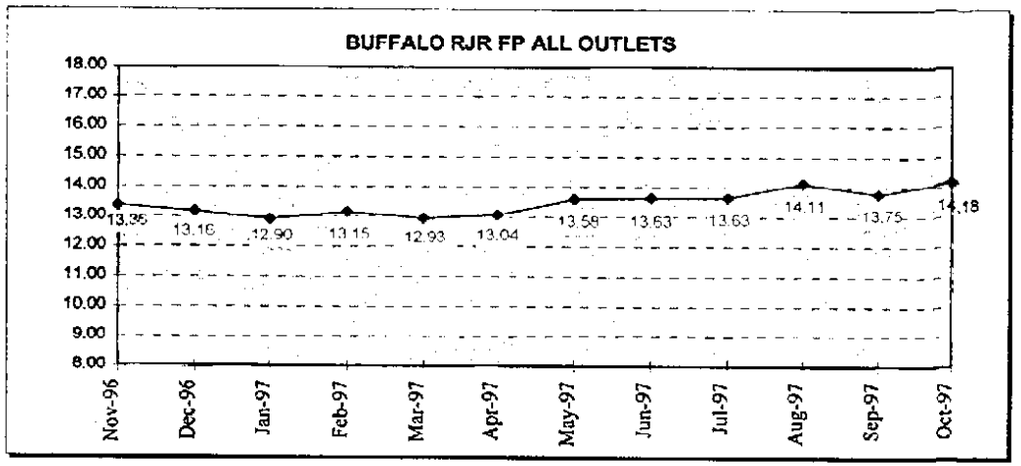
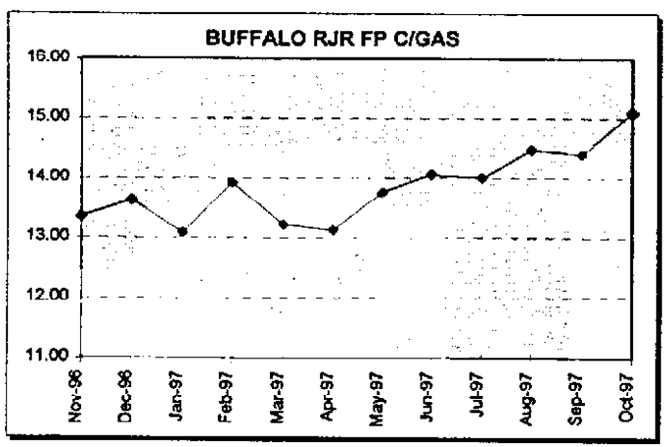
Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000



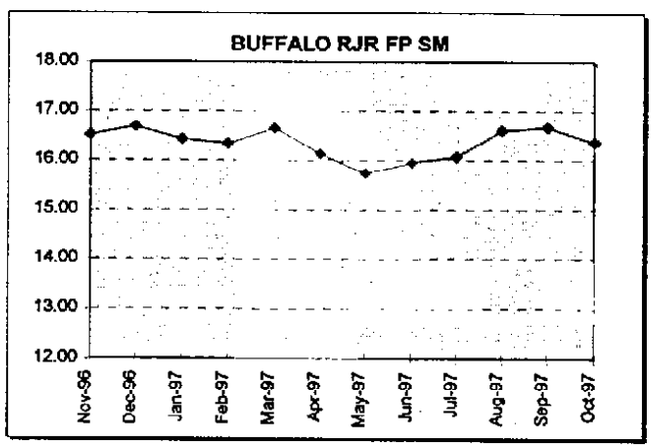
MAY THROUGH OCT. TREND 0.26



MAY THROUGH OCT. TREND 0.11



MAY THROUGH OCT. TREND 0.23



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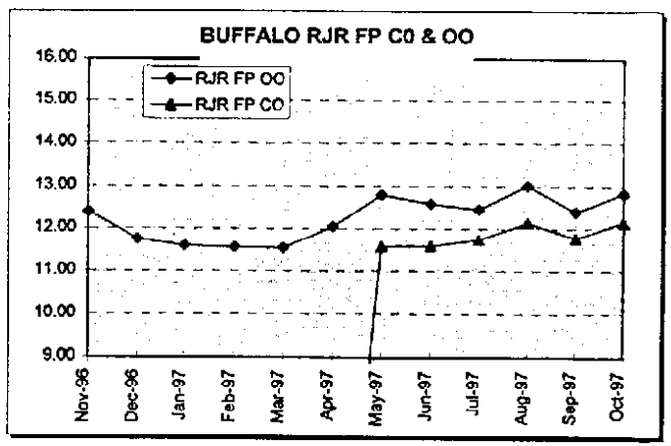
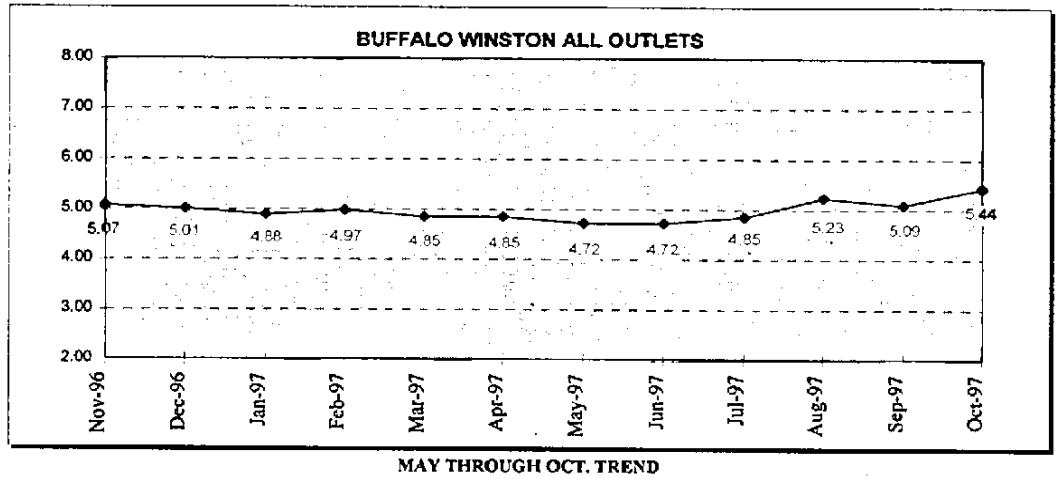


OO MAY THROUGH OCT. TREND 0.01
CO MAY THROUGH OCT. TREND 0.11

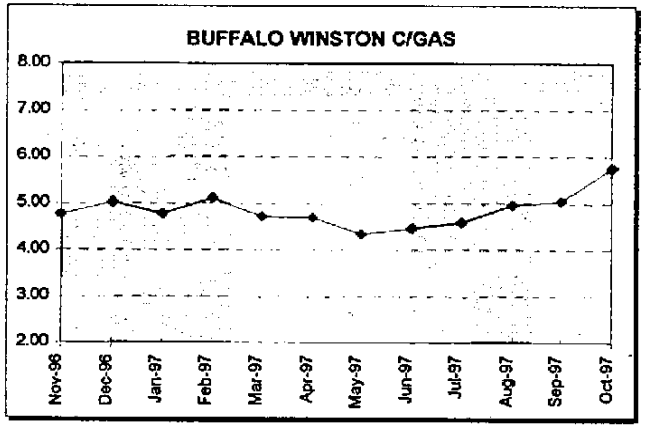
51855 3983

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
0.14



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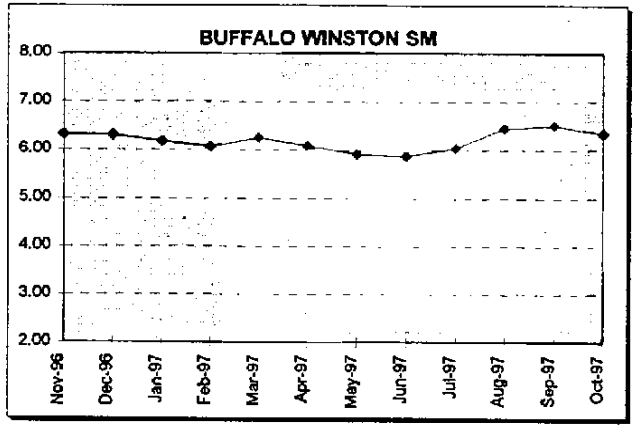
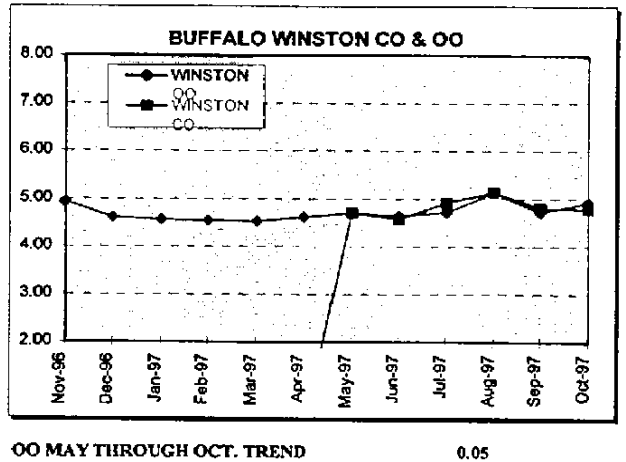


MAY THROUGH OCT. TREND 0.13

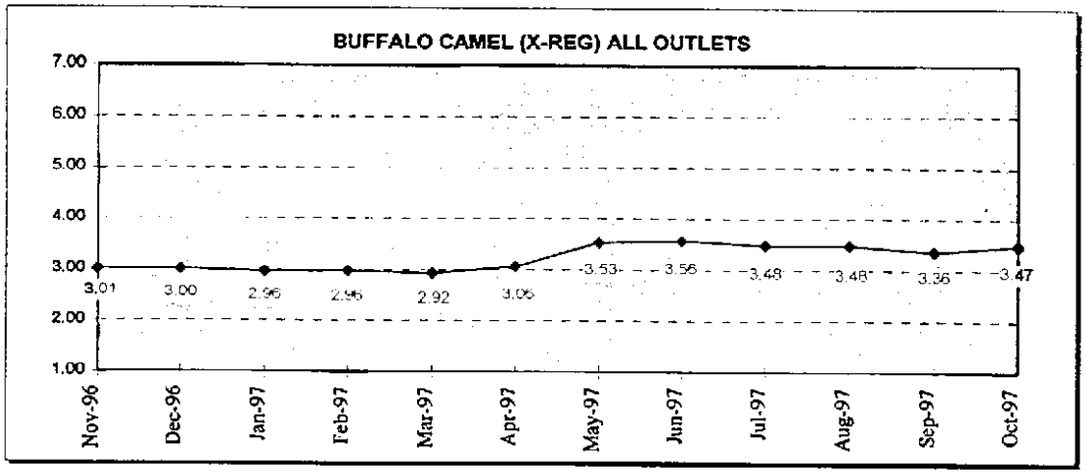


OO MAY THROUGH OCT. TREND 0.05
CO MAY THROUGH OCT. TREND 0.04

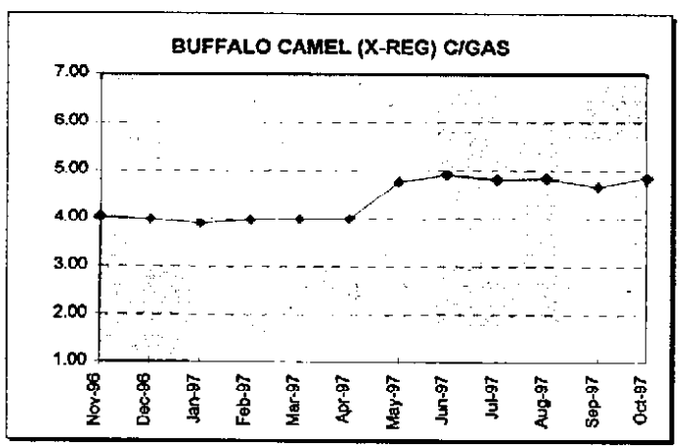
51855 3984

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

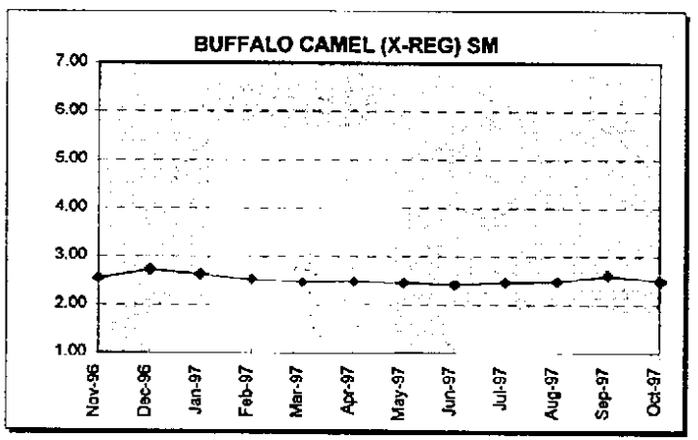
12 MONTH TRENDS



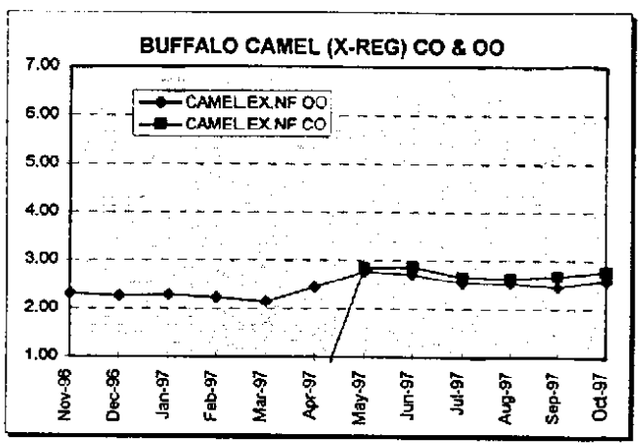
MAY THROUGH OCT. TREND
(0.03)



MAY THROUGH OCT. TREND (0.01)



MAY THROUGH OCT. TREND 0.02

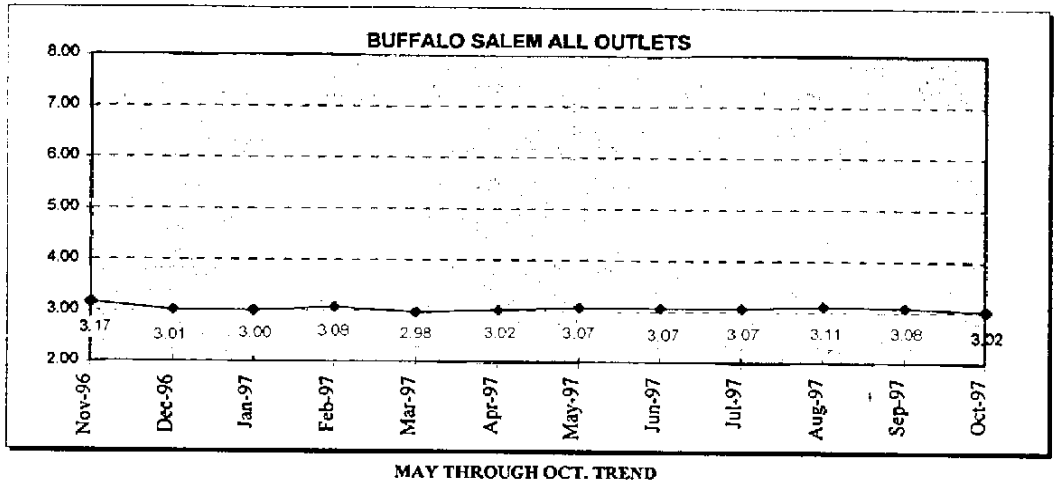


OO MAY THROUGH OCT. TREND (0.05)
CO MAY THROUGH OCT. TREND (0.03)

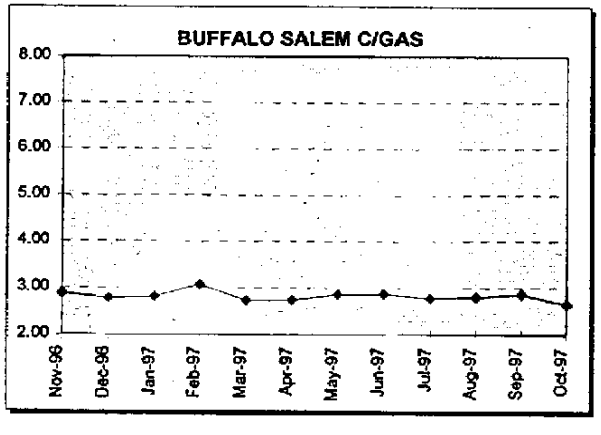
51855 3985

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
(0.00)



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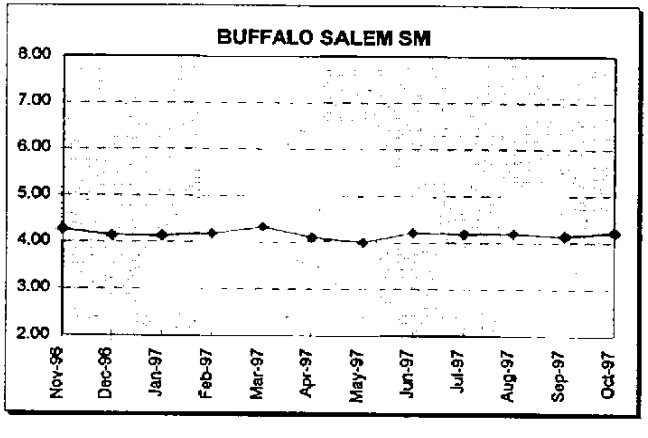

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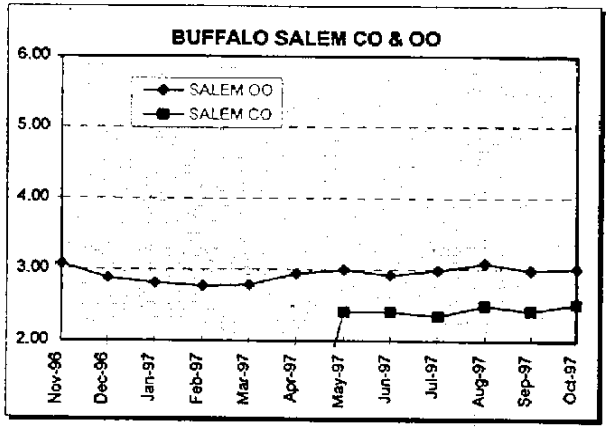

OO MAY THROUGH OCT. TREND 0.01
CO MAY THROUGH OCT. TREND 0.02

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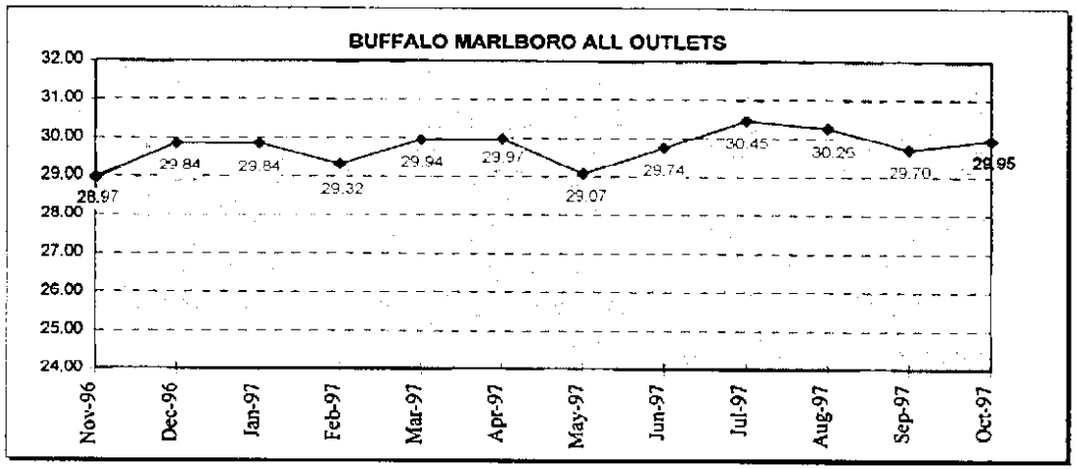
Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



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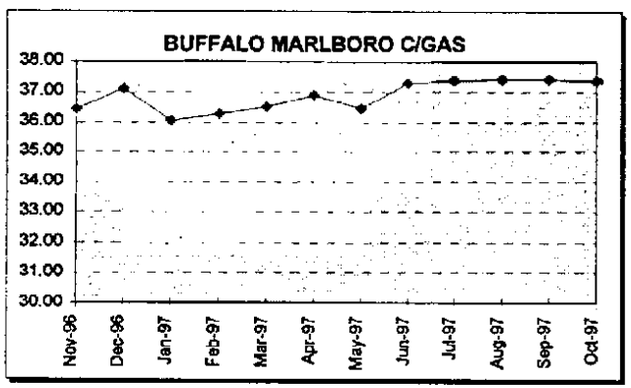
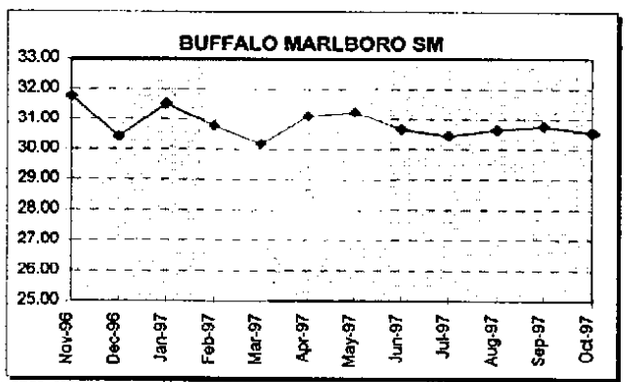


MAY THROUGH OCT. TREND 0.14



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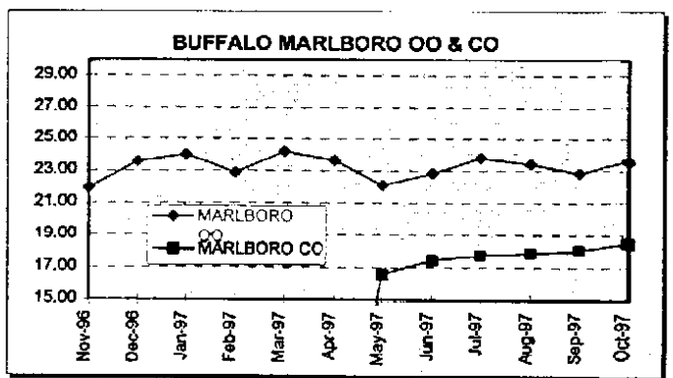
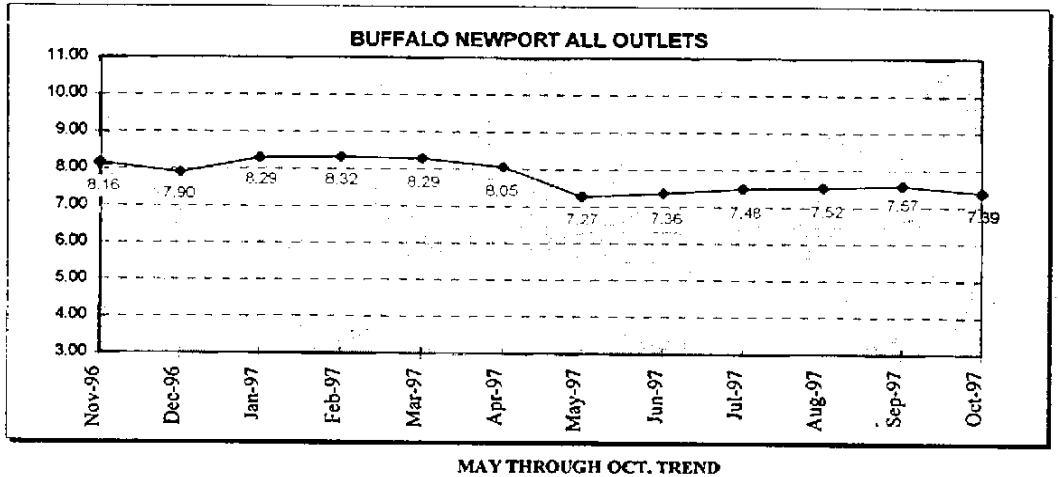


OO MAY THROUGH OCT. TREND 0.21
CO MAY THROUGH OCT. TREND 0.33

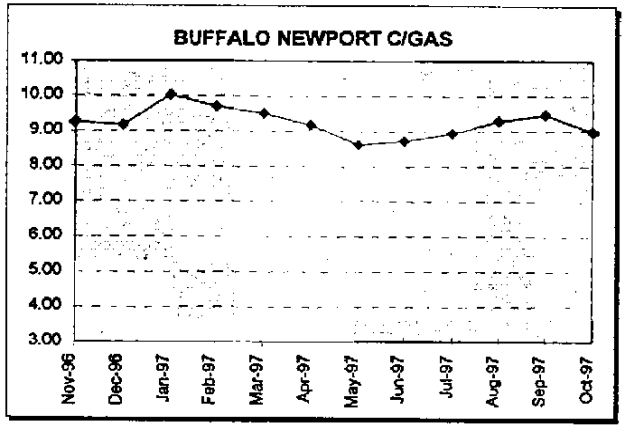
51855 3987

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

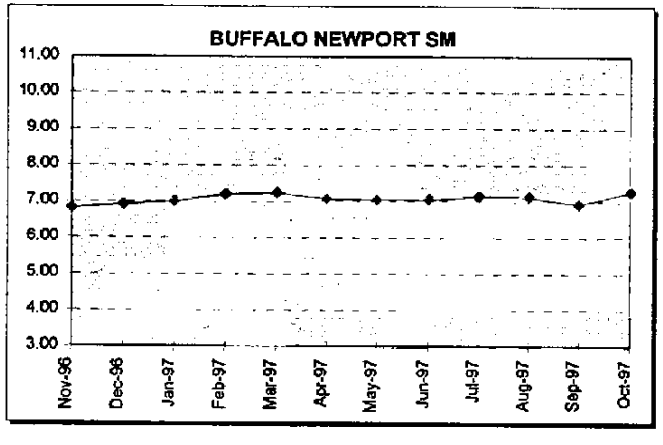
12 MONTH TRENDS



MAY THROUGH OCT. TREND
0.04



MAY THROUGH OCT. TREND 0.13



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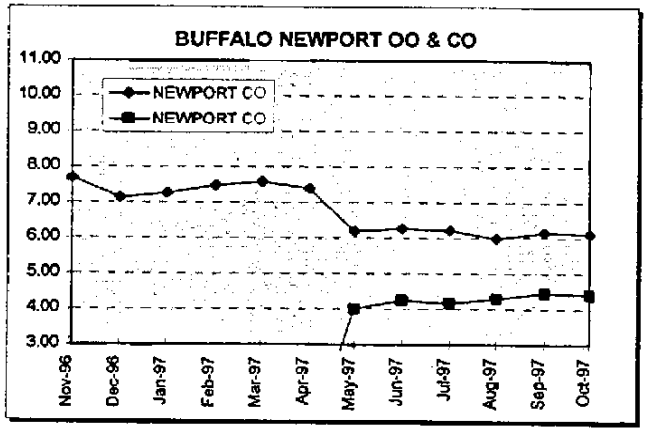
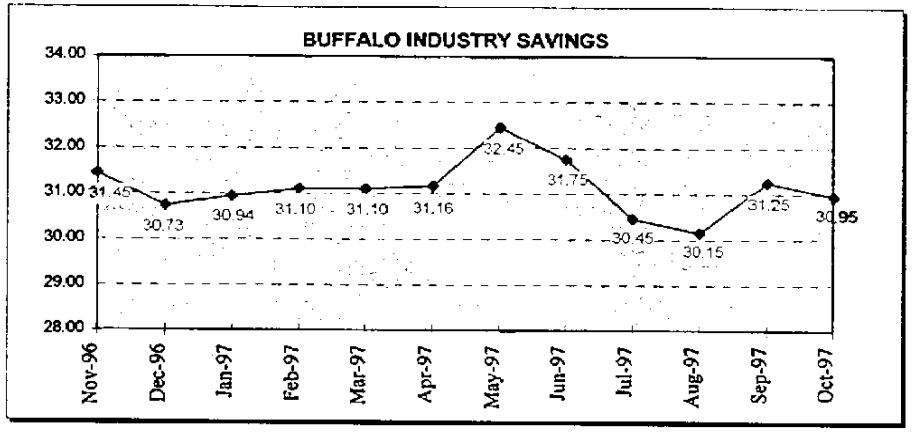


OO MAY THROUGH OCT. TREND (0.02)
CO MAY THROUGH OCT. TREND 0.08

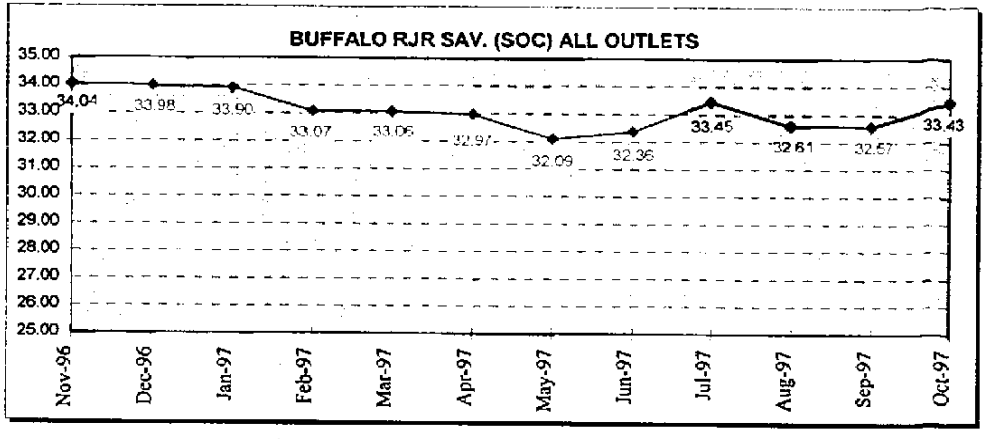
51855 3988

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

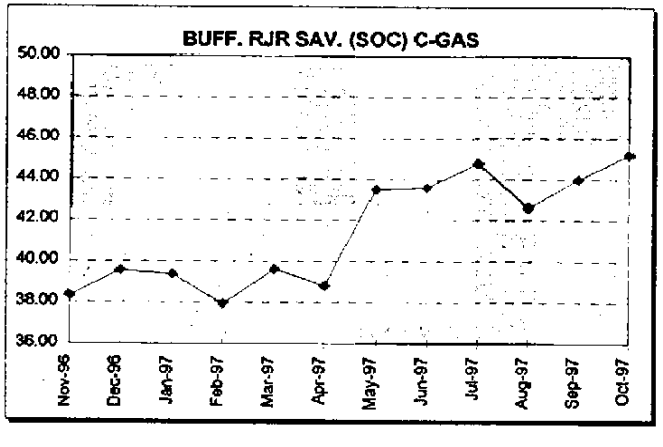
12 MONTH TRENDS



MAY THROUGH OCT. TREND
(0.27)



MAY THROUGH OCT. TREND
0.18



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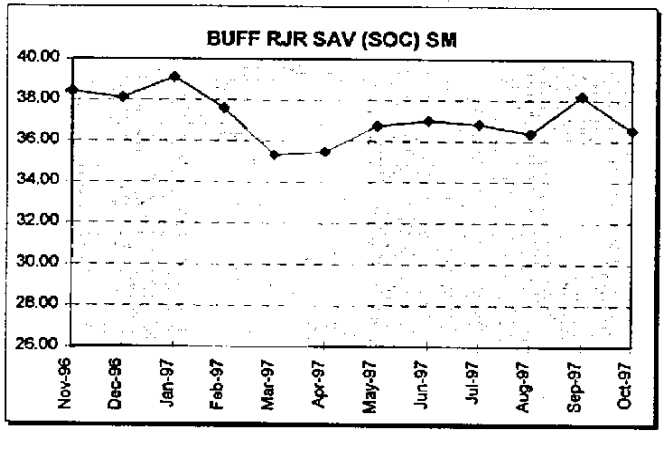

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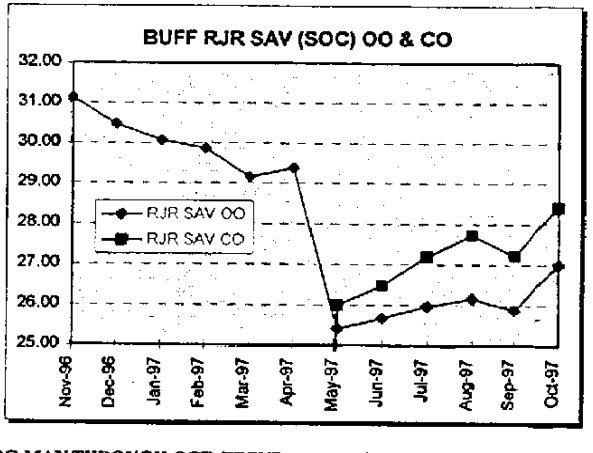
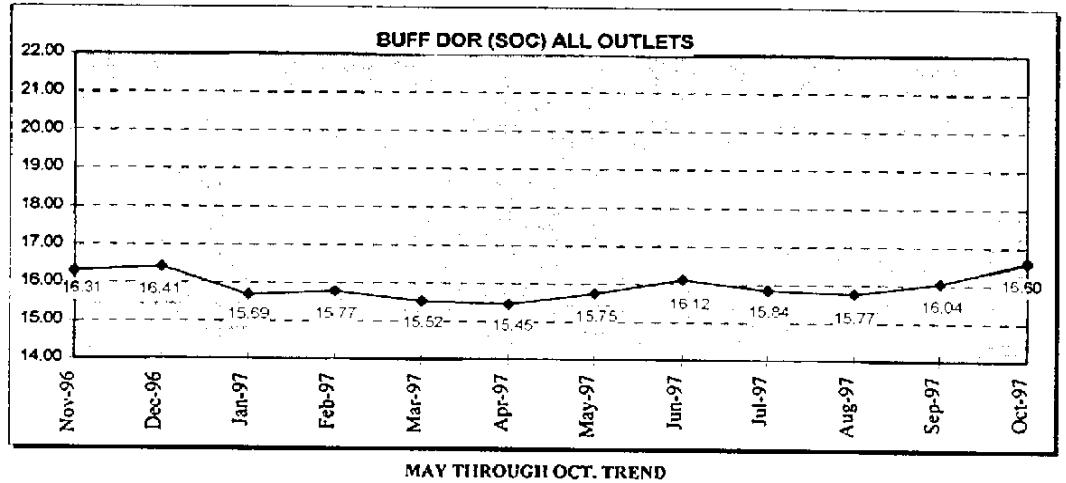


OO MAY THROUGH OCT. TREND 0.25
CO MAY THROUGH OCT. TREND 0.43

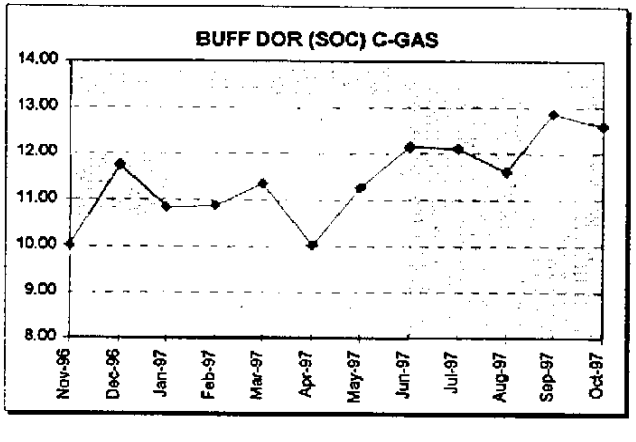
51855 3989

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
0.11



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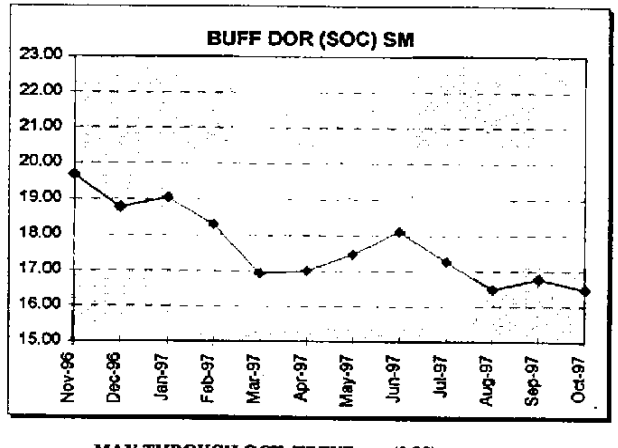
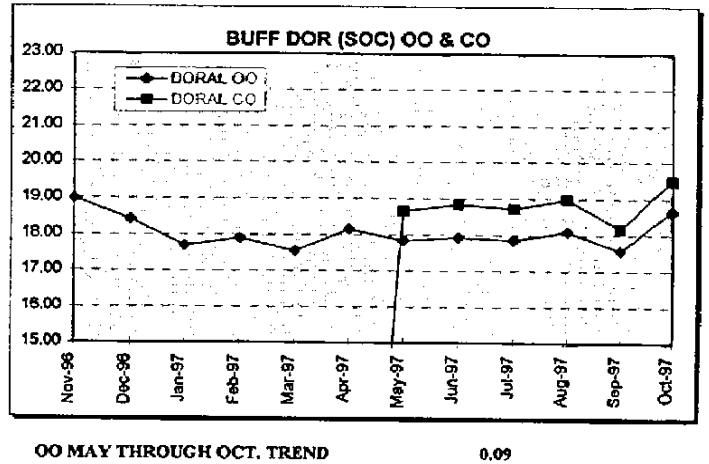


MAY THROUGH OCT. TREND (0.28)

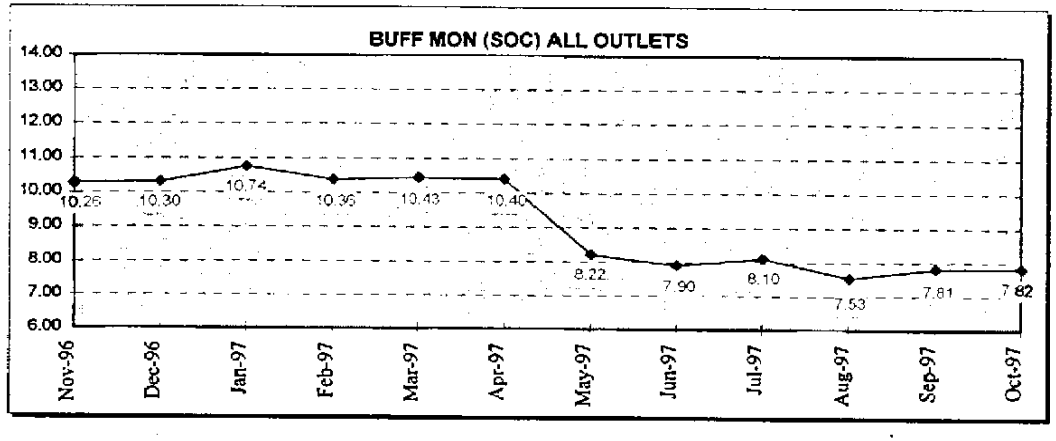


OO MAY THROUGH OCT. TREND 0.09
CO MAY THROUGH OCT. TREND 0.07

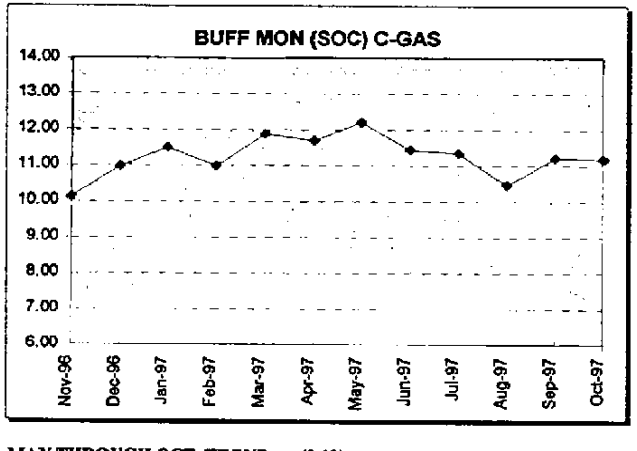
51855 3990

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
(0.08)



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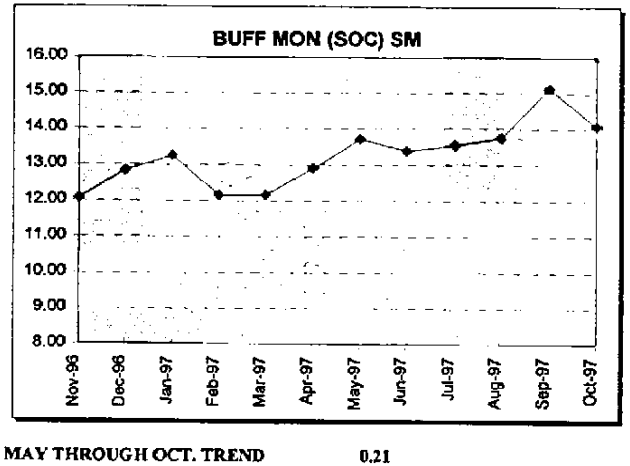

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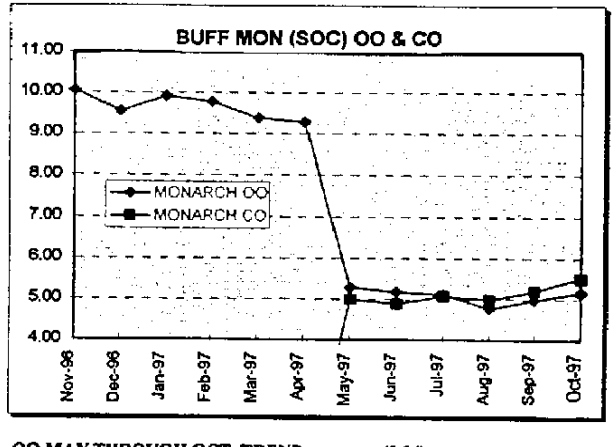
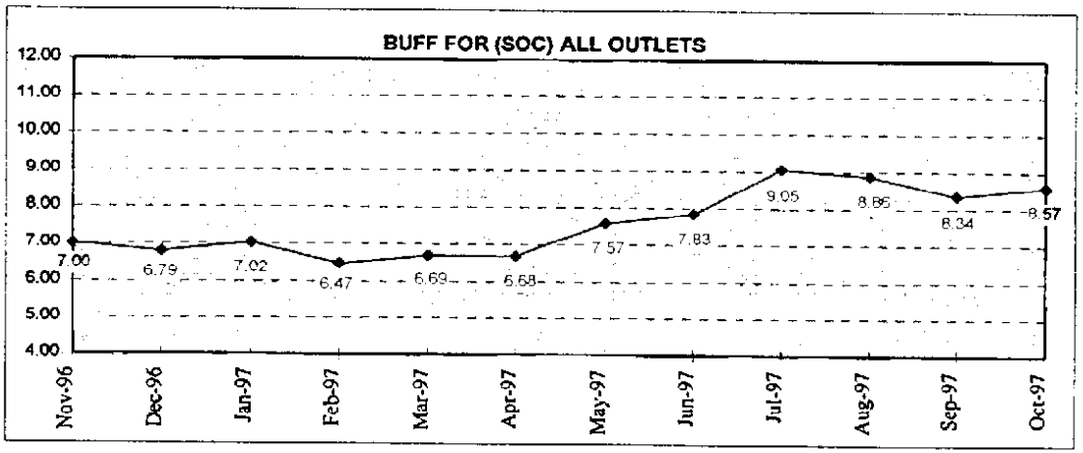


OO MAY THROUGH OCT. TREND (0.04)
CO MAY THROUGH OCT. TREND 0.10

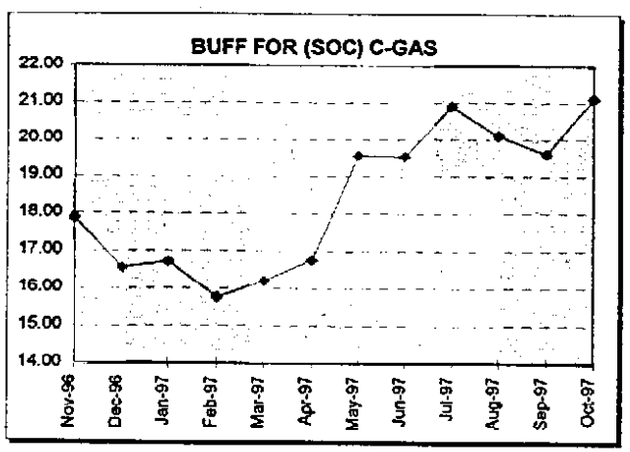
51855 3991

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
0.18



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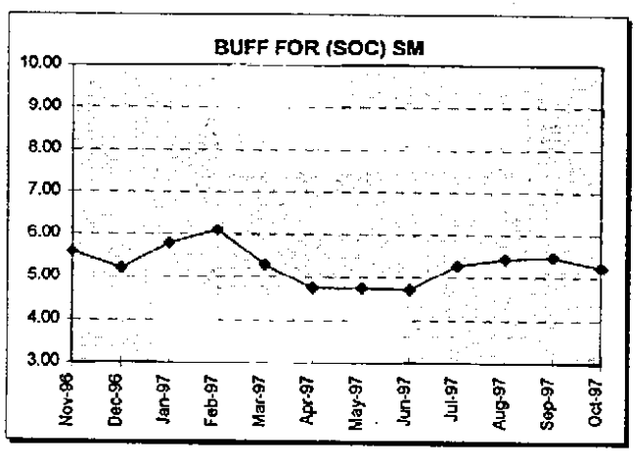
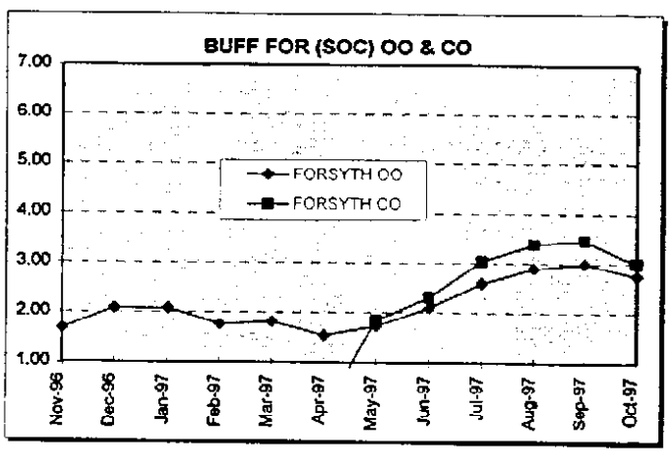


MAY THROUGH OCT. TREND 0.14

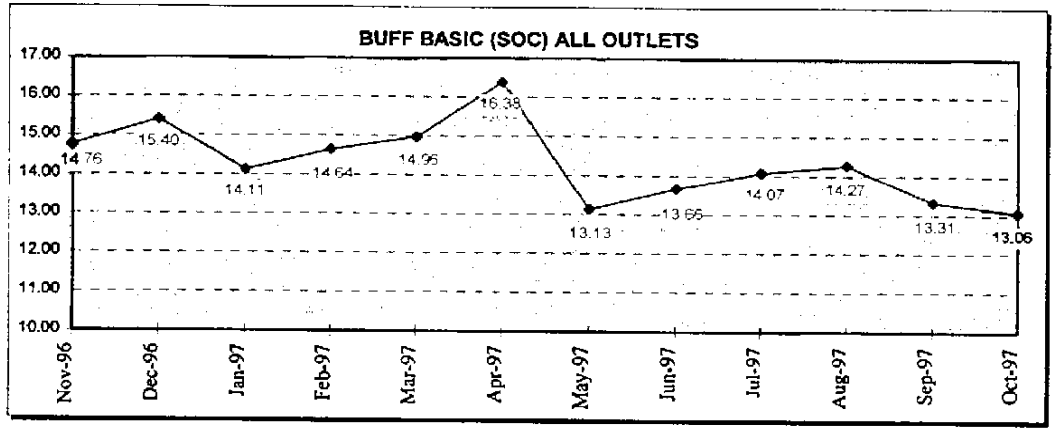


OO MAY THROUGH OCT. TREND 0.23
CO MAY THROUGH OCT. TREND 0.27

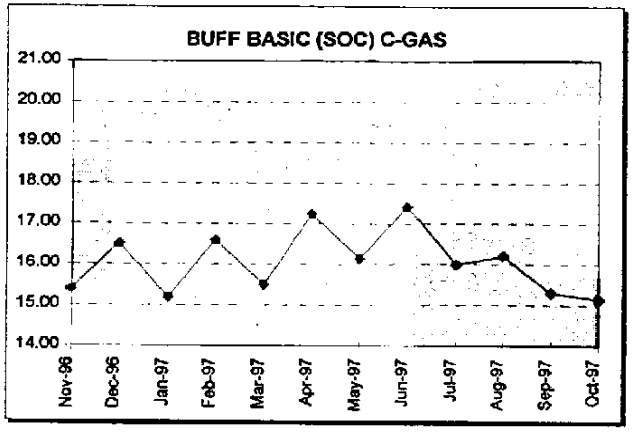
51855 3992

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

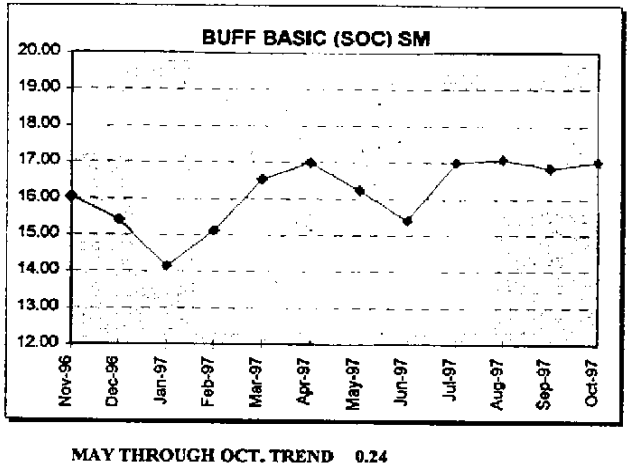
12 MONTH TRENDS



MAY THROUGH OCT. TREND
(0.03)



MAY THROUGH OCT. TREND (0.32)



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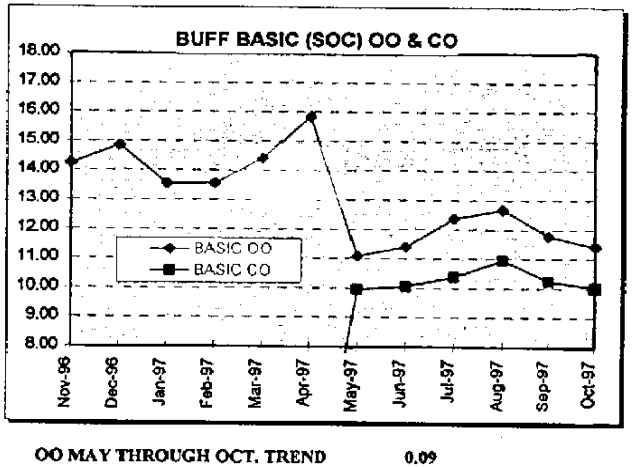
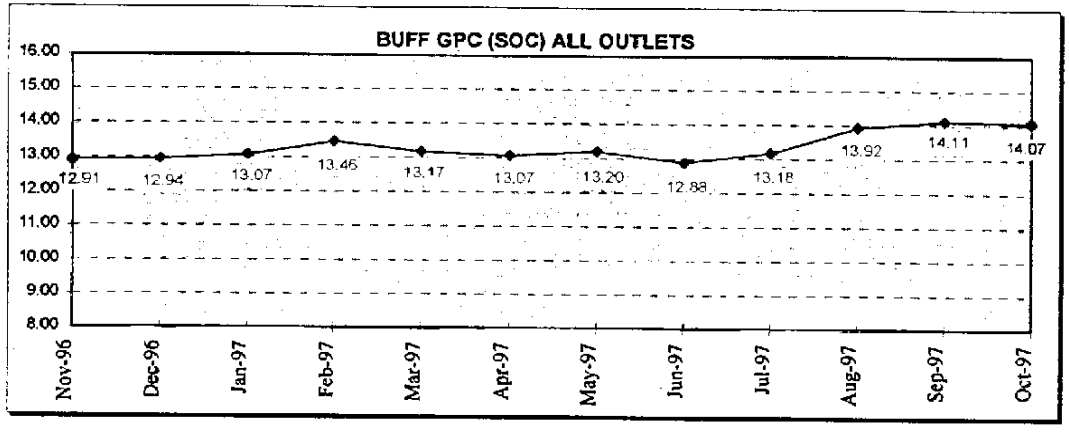


OO MAY THROUGH OCT. TREND 0.09
CO MAY THROUGH OCT. TREND 0.04

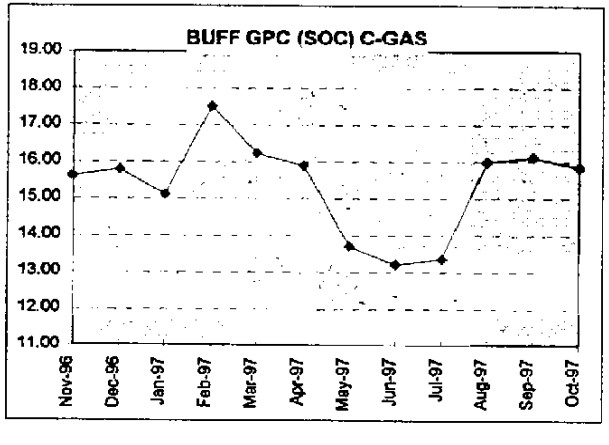
51855 3993

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
0.25



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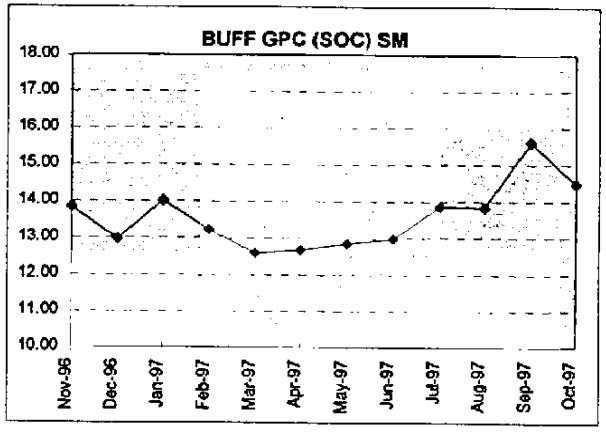

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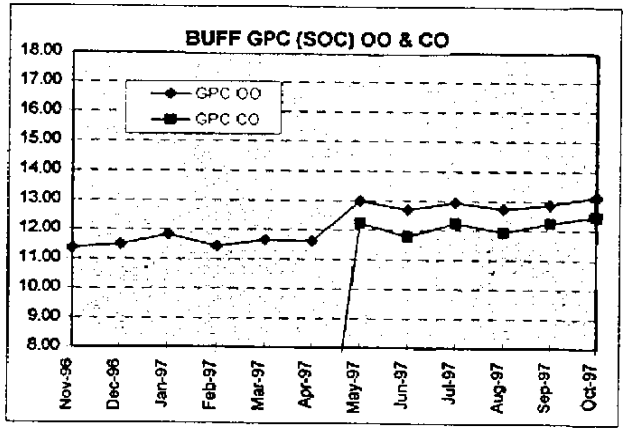
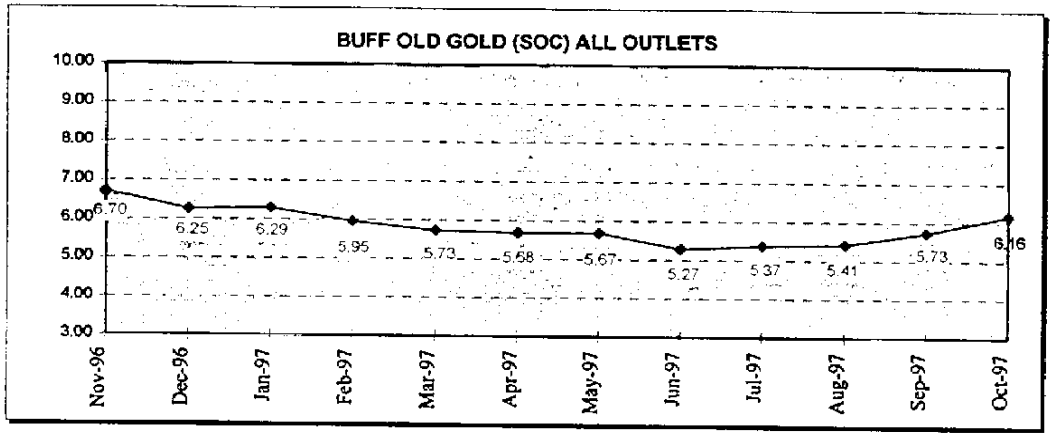


OO MAY THROUGH OCT. TREND 0.03
CO MAY THROUGH OCT. TREND 0.07

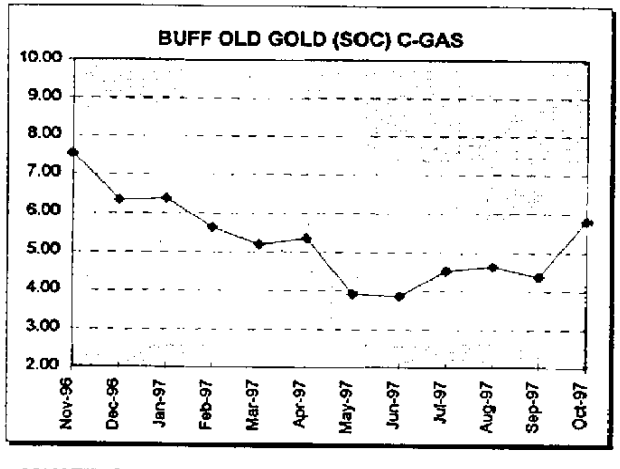
51855 3994

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
0.11



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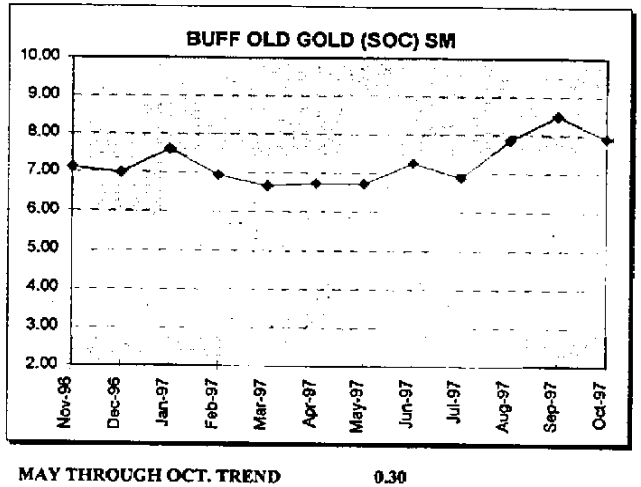

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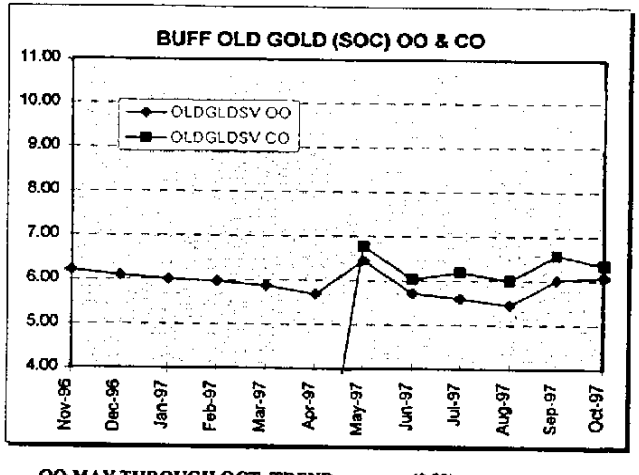
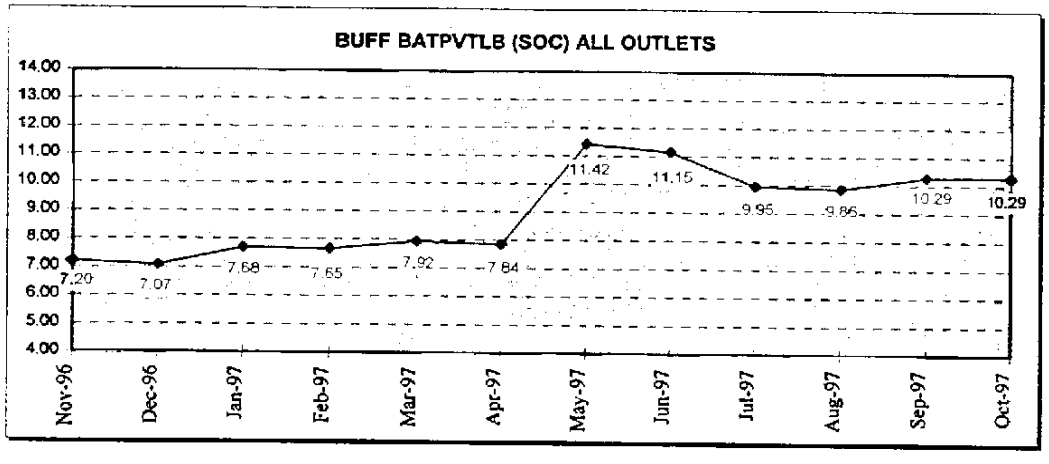


OO MAY THROUGH OCT. TREND (0.03)
CO MAY THROUGH OCT. TREND (0.02)

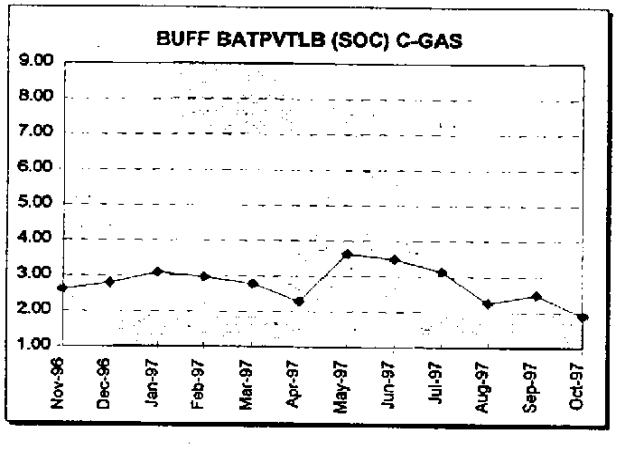
51855 3995

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

12 MONTH TRENDS



MAY THROUGH OCT. TREND
(0.24)



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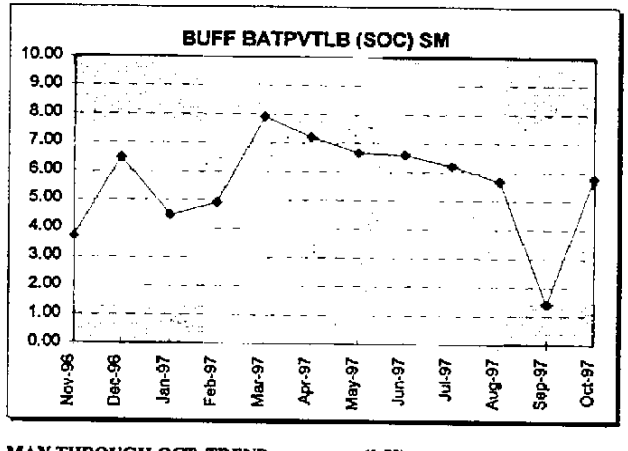

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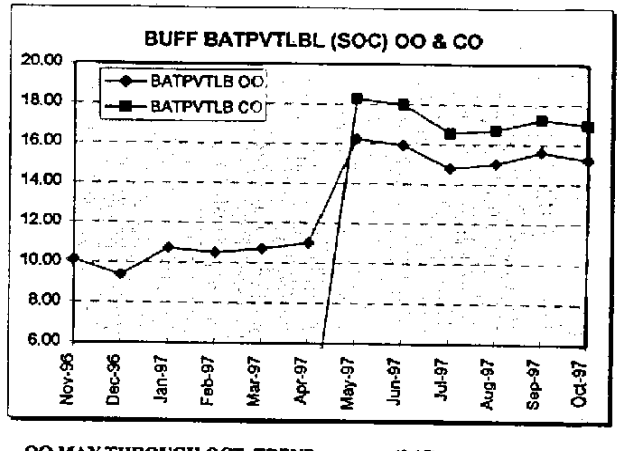

OO MAY THROUGH OCT. TREND (0.17)
CO MAY THROUGH OCT. TREND (0.24)

51855 3996

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

MARLIN TOP LINE BUSINESS REPORT - SEPTEMBER, 1997

BUFFALO REGION

Monthly SOM/SOC Levels (September)
Month to Month SOM/SOC Changes (September vs. August)

Criteria	AO	C/G	SM	OO
RJR F.P. SOM	13.75	14.39	16.66	12.38
	-.36	-.08	+.06	-.62
Camel (X-Reg) SOM	3.36	4.67	2.61	2.46
	-.12	-.15	+.13	-.07
Winston SOM	5.09	5.05	6.51	4.72
	-.15	+.09	+.07	-.40
Salem SOM	3.08	2.86	4.13	2.98
	-.03	+.07	-.07	-.10
RJR SAV/SOC	32.57	43.98	38.18	25.87
	-.04	+1.41	+1.81	-.28
Doral SOC	16.04	12.87	16.77	17.56
	+.27	+1.28	+.28	-.53
Forsyth SOC	8.34	19.59	5.47	2.99
	-.52	-.49	+.04	+.10
Monarch SOC	7.81	11.20	15.13	4.98
	+.28	+.75	+1.39	+.20
Marlboro SOM	29.70	37.40	30.75	38.61
	-.56	.00	+.12	-.04
Newport SOM	7.57	9.46	6.93	6.14
	+.05	+.18	-.20	+.17
Basic SOC	13.31	15.29	16.84	11.77
	-.95	-.90	-.25	-.89
BAT Private Label SOC	10.29	2.48	1.41	15.62
	+.43	+.23	-4.26	+.60
GPC SOC	14.11	16.10	15.60	12.87
	+.20	+.13	+1.77	+.14
Old Gold SOC	5.73	4.37	8.48	6.02
	+.32	-.26	+.63	+.57

RJR / Industry Full Price

Overall Industry Share Of full price decreased 1.11 vs. August with only the SM segment posting a small Full Price increase. This large decline in Full Price business can be mainly attributed to September's price increase.

51855 3997

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

Normally the industry experiences a shift to full price business during a month in which PM executes their "heavy up" Marlboro discounting and we match. Many consumers apparently chose to "trade down" during September, putting pressure on industry full price brands. Marlboro experienced an uncharacteristic .56 share of market decline during the month. Marlboro share gain is usually predictable in a month in which they execute their discounting.

Camel (x-reg.)

Overall Camel (x-reg) share of market declined .12 vs. August driven by share loss in the CG (-.15) and OO (-.07) trade segments.

The Sales Force was successful in increasing discounting activity in general, as well as display exposure for Camel during September in response to Marlboro's heavy up activity in the CG trade segment. Camel's share loss can be attributed primarily to the impact of Marlboro heavy up activity and savings brands' pressure due to the price increase.

As was the case in CG, Camel was pressured by heavy Marlboro discounting as well as savings brand pressure due to the price increase. While we still do not have the desired levels of display exposure for Camel in the OO trade segment, the Sales Force was again successful in increasing display exposure.

Through August, Kamel Reds have achieved an overall combined .14 share of market, with the largest share being posted in the CG segment.

ACTION PLAN

During December, it is critical that we defend Camel vs. Marlboro "heavy up" activity which is scheduled to begin November 24th. We need to ensure that our pricing strategies for "Plan B" are executed aggressively and effectively to combat PM's activity.

Display activity in the OO trade segment should continue to be pursued aggressively and increased as we did in September. Of particular importance are Cigarette Outlets due to the significant volume sold through these outlets.

Red Kamel

Continue to increase product availability (presently at 83% - 100 + CPW calls) and display presence at retail to sustain the brand's momentum.

The action plan for Red Kamels is straightforward! Maintain adequate quantities of product while displaying the brands in the consumer's line of sight.

Winston

Overall Winston Share Of Market decreased .15 vs. August driven by share loss in the OO trade segment. The Sales Force was successful in increasing discounting activity to match Marlboro "heavy up" activity as well as significantly increasing display exposure for the brand in OO locations. However, Winston share slipped .40 as did Marlboro (-.56) in this trade segment most likely due to savings brand pressure as a result of the price increase.

51855 3998

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

Winston maintained its positive Convenience Gas momentum posting its fourth straight month of share increases (+.09). Effective execution of our price defense against Marlboro "heavy up activity" as well as relaunch activity contributed to this positive performance.

ACTION PLAN

During December, it is critical that we defend Winston vs. Marlboro "heavy up" activity which is scheduled to begin November 24th. We need to ensure that our pricing strategies for "Plan B' are executed aggressively and effectively to combat PM activity.

December price strategy activities should be lined up with the Winston Equity Test guidelines.

During December, the following offensive activities need to be driven hard to communicate our "No Bull" message at retail to encourage consumer trial and capitalize on the strong start we've had with the relaunch.

1) Ensure adequate quantities of product are available at retail to meet consumer demand. This is **critically** important due to competitive smokers potentially switching to Winston after trying the brand. If they encounter an out of stock situation when trying to purchase Winston, they will most likely revert back to their former brand - for good.

   The majority of trial and growth for Winston will come from the box styles. Special emphasis needs to be placed on ensuring we do not run out of stock on the box styles. In particular, Winston Ultra Box style trial has greatly exceeded expectations. We have a tremendous opportunity in the Region to significantly increase product availability on these styles (presently at 60% - 100 + CPW calls) immediately. Philip Morris will be introducing Marlboro Ultra's during the first quarter of 1998. This leaves us a small time frame in which to capitalize on ultra box styles without competition from Marlboro in this category.

2) Communicate our "No Bull" message via impactful permanent and temporary display use. POS/PDI placements need to be dominant at retail both inside and outside the store.

3) Educate retailers and consumers relative to the "No Additives Advantage" via personal selling and conversion efforts. Aggressively communicate the "stick to stick" comparison message.

Salem

Overall Salem Share Of Market decreased vs. August driven primarily by a .10 decrease in the OO trade segment. The Sales Force was successful in increasing the amount of promoted product as well as increasing slightly the amount of display exposure for Salem but the brand did not respond positively. While we have been successful in increasing display exposure for three (3) straight months, greater display exposure for Kool and Newport vs. Salem continues to be an issue in this trade segment.

51855 3999

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

Salem experienced a .07 share increase in the CG trade segment driven by significantly increased levels of promoted product at retail vs. the previous month.

Action Plan

Continue to execute current pricing strategies. Utilize retail accrual and RDA rollover dollars to promote Salem in Nashua and Albany Division OO locations where menthol development is significant and competitive discount pressure heavy.

Salem responded favorably due to significantly increased levels of promoted product in the CG class of trade during September. Ensure that at least 1.8 weeks of Salem volume is promoted in each CG partner location at retail per plan.

Display activity in the OO trade segment should continue to be pursued aggressively and increased as we did in September. Ensure that we are aggressively executing our pricing strategies in all OO calls (excluding PM Exclusive/RJR Lockout) when on grid for Salem, as well as promoting adequate quantities of product.

Industry / RJR Savings

Overall industry share of savings increased 1.11 vs. August most likely as a result of September's price increase.

Overall RJR Savings share of category was down slightly (-.09) driven exclusively by Doral and Monarch share loss in the OO trade segment.

Doral

Overall Doral share of category increased .27 driven primarily by a 1.28 gain in the CG trade segment. The Sales Force was successful in significantly increasing the number of CG locations we discounted in, as well as increasing the amount of product discounted at retail vs. August as we matched up vs. PM's discounting activity on Marlboro. In addition, September's Doral B2G1F promotion also drove the brand's performance.

Doral's OO share of category declined .53 despite increased discounting activity in general to match PM's Marlboro discounting. Doral may have also been pressured by BAT Private Label brands (+.60) as the overall discounting activity on the brands increased significantly vs. the previous month. September's price increase may have prompted some Doral smokers to trade down into a lower price tier.

Through September, Doral Box styles have achieved an overall combined 1.13 share of category. The OO segment is posting a 1.29 share followed by CG (.94) and SM (.73).

Action Plan

Continue to execute the ceiling strategy on Doral across all trade segments. Ensure adequate quantities of product are promoted to match the tactics of key competitive savings brands and PM's heavy up activity.

51855 4000

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

The following two (2) tactics need to be worked hard in the OO segment to improve Doral's performance:

1) Increase display exposure for Doral! We are presently disadvantaged vs. GPC and Basic. In particular temporary floor displays for Doral need to be gained in cigarette outlet locations.

2) Ensure that we are promoting in all locations, excluding PM exclusive, where Basic and/or GPC are being promoted.

KAM's/AM's/SR's neeed to ensure that Doral is being promoted in SM locations during "Plan A" periods if Basic and/or GPC is being discounted. While we buydown Doral to match Marlboro during "Plan B" periods, we need a solid plan in place to ensure we are defended against competitive activity at all times. Clear communication of our execution tactics needs to be communicated and understood by our Retail Reps.

Doral Box Styles

Continue to increase product availability (presently at 64% - 75 + CPW calls) and display exposure for the Doral Box styles in all calls. Highlight the box styles via display placement and POS to avoid having them "blend in" with the other Doral styles.

51855 4001

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

MARLIN TOP LINE BUSINESS REPORT - AUGUST, 1997
BUFFALO REGION

Monthly SOM/SOC Levels (August)
Month to Month SOM/SOC Changes (August vs. July)

Criteria	AO	C/G	SM	OO
RJR F.P. SOM	14.11	14.46	16.60	13.00
	+.48	+.46	+.54	+.56
Camel (X-Reg) SOM	3.48	4.82	2.48	2.52
	0.00	+.01	+.02	-.02
Winston SOM	5.23	4.96	6.44	5.12
	+.38	+.38	+.41	+.41
Salem SOM	3.11	2.79	4.20	3.08
	+.04	+.01	+.02	+.10
RJR SAV/SOC	32.61	42.58	36.37	26.16
	-.84	-.218	-.45	+.20
Doral SOC	15.77	11.59	16.48	18.09
	-.08	-.51	-.78	+.24
Forsyth SOC	8.86	20.09	5.43	2.89
	-.19	-.79	+.15	+.30
Monarch SOC	7.53	10.45	13.74	4.77
	-.57	-.89	+.21	-.34
Marlboro SOM	30.26	37.41	30.63	23.41
	-.19	+.04	+.20	-.38
Newport SOM	7.52	9.28	7.12	5.98
	+.03	+.34	0.00	-.22
Basic SOC	14.27	16.20	17.08	12.66
	+.19	+.21	+.09	+.30
BAT Private Label SOC	9.86	2.25	5.67	15.01
	-.09	-.88	-.53	+.22
GPC SOC	13.92	15.98	13.83	12.73
	+.74	+2.62	-.03	-.21
Old Gold SOC	5.41	4.63	7.85	5.45
	+.04	+.11	+.98	-.15

RJR / Industry Full Price

Overall Industry Share Of Full Price increased .31 vs. July with all trade segments posting full price increases.

51855 4002

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

Overall RJR Full Price Share of Market increased .48 vs. July driven primarily by a .38 share of market gain on Winston.

Camel (x-reg.)

During August, overall Camel (x-reg.) Share Of Market was unchanged vs. July. The brand's share performance was basically flat across all trade segments. While Camel did not post a share gain, the Sales Force was successful in sustaining Camel activity at retail while our primary focus during the month was relaunching Winston. Overall discounting activities on Camel were maintained and display exposure for the brand increased slightly.

While we still do not have desired levels of display exposure for Camel in the OO trade segment, the Sales Force was successful in increasing Camel display exposure significantly vs. July.

Through August, Kamel Reds have achieved an overall combined .15 share of market, with the largest share being posted in the CG segment.

ACTION PLAN

As always, during November, our "Plan A" pricing strategies need to be executed aggressively and effectively to defend Camel's business at retail.

Display activity in the OO trade segment should continue to be pursued aggressively and increased as we did in August. Of particular importance are Cigarette Outlets due to the significant volume sold through these outlets.

Red Kamel

Continue to increase product availability (presently at 80% - 100 + CPW calls) and display presence at retail to sustain the brand's momentum.

Display exposure for Red Kamel rebounded positively in August following July's decrease, however, case shipments for the brands remained soft vs. previous months. **The action plan for Red Kamels is straightforward! Maintain adequate quantities of product while displaying the brand's in the consumer's line of sight.**

Winston

Overall Winston Share Of Market increased .38 vs. July with all trade segments posting share gains. Winston's share gain was a result of strong relaunch activity at retail executed by the Sales Force. Most notably, display exposure increased significantly during August as well as the breath of promotion at retail. Heavy retail coverage with our B1G1F promotion generated consumer trial and assisted in growing share. Region share performance for Winston has been strong over the last three months gaining .51 share points. Prior to this period, the Region share for Winston was declining slightly on a month to month basis.

51855 4003

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

ACTION PLAN

During November, the following offensive activities need to be driven hard to communicate our "No Bull" message at retail to encourage consumer trial and capitalize on the strong start we've had with the relaunch.

1) Ensure adequate quantities of product are available at retail to meet consumer demand. This is critically important due to competitive smokers potentially switching to Winston after trying the brand. If they encounter an out of stock situation when trying to purchase Winston, they will most likely revert back to their former brand - for good.

   The majority of trial and growth for Winston will come from the box styles. Special emphasis needs to be placed on ensuring we do not run out of stock on the box styles. In particular, Winston Ultra Box style trial has greatly exceeded expectations. We have a tremendous opportunity in the Region to significantly increase product availability on these styles (presently at 56% - 100 + CPW calls) immediately. Philip Morris will be introducing Marlboro Ultra's during the first quarter of 1998. This leaves us a small time frame in which to capitalize on ultra box styles without competition from Marlboro in this category.

2) Communicate our "No Bull" message via impactful permanent and temporary display use. POS/PDI placements need to be dominant at retail both inside and outside the store.

3) Educate retailers and consumers relative to the "No Additives Advantage" via personal selling and conversion efforts. Aggressively communicate the "stick to stick" comparison message.

   November price strategy activities should be lined up with the Winston Equity Test guidelines.

Salem

Overall Salem Share Of Market increased .04 vs. July with share Gains being posted across all trade segments. Convenience Gas share was flat (+.01) despite losing display exposure and experiencing decreased discounting activity in general.

Other Outlet Salem share of market increased .10 as a result of improved retail activity for the brand. Display exposure as well as discounting activity in general was increased vs. July allowing the brand to be more competitive vs. Newport and Kool.

Action Plan

Continue to execute current pricing strategies. Utilize retail accrual and RDA rollover dollars to promote Salem in Nashua and Albany Division OO locations where menthol development is significant and competitive discount pressure heavy.

Overall Salem activity in CG may have taken a back seat as we tried to balance our priorities during the Winston relaunch. It is critical that we rebound from August's decreased CG activity at retail to avoid future share loss. Display exposure needs to be

51855 4004

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

increased in addition to ensuring we effectively execute the planned P.V. levels in this trade segment. At least 1.8 weeks of Salem volume needs to be promoted in each CG partner location at retail per plan.

Display activity in the OO trade segment should continue to be pursued aggressively and increased as we did in August. In addition, August's increased discounting activity in general on Salem needs to continue to allow Salem to be competitive vs. Newport and Kool activity. Ensure that we are executing our pricing strategies in all calls (excluding non PM Exclusive/RJR Lockout) when on grid for Salem, as well as promoting adequate quantities of product.

Industry / RJR Savings

Overall industry share of savings decreased .31 vs. July with all trade segments posting savings decreases.

Overall RJR Savings share of category decreased .84 vs. July primarily driven by Doral, Monarch and Forsyth share loss in the CG segment.

Doral

Overall Doral share of category decreased .08 driven primarily by a .51 decline in the CG trade segment. While the Sales Force was successful in gaining display exposure for Doral, the number of CG locations we discounted, in as well as the amount of product discounted, declined significantly vs. July. During the same period, GPC (+2.62) was discounted in more locations as well as having more promoted product at retail vs. the previous month. While our overall discounting activity on Doral matched GPC, our decline in discount activity vs. the previous month impacted Doral negatively.

Doral's .27 share of category increase in the OO trade segment was a result of increased display exposure as well as being promoted in more outlets vs. July.

Doral lost share of category (-.78) in the SM trade segment due to a decrease in overall discounting activity in general . Doral appears to be extremely vulnerable to both Basic and GPC in this trade segment if we are not matched up tactic for tactic ongoing.

Through August, Doral Box styles have achieved an overall combined 1.15 share of category. The OO segment is posting a 1.41 share followed by CG .82 and SM .75.

Action Plan

Continue to execute the ceiling strategy on Doral across all trade segments. Ensure adequate quantities of product are promoted to match the tactics of key competitive savings brands and PM's heavy up activity.

The following two (2) tactics need to be worked hard in the OO segment to improve Doral's performance:

51855 4005

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

1) Increase display exposure for Doral! We are presently disadvantaged vs. GPC and Basic. In particular temporary floor displays for Doral need to be gained in cigarette outlet locations.

2) Ensure that we are promoting in all locations, excluding PM exclusive, where Basic and/or GPC are being promoted.

KAM's/AM's/SR's neeed to ensure that Doral is being promoted in SM locations during "Plan A" periods if Basic and/or GPC is being discounted. While we buydown Doral to match Marlboro during "Plan B" periods, we need a solid plan in place to ensure we are defended against competitive activity at all times. Clear communication of our execution tactics needs to be communicated and understood by our Retail Reps.

Doral Box Styles

Continue to increase product availability (presently at 66% - 100 + CPW calls) and display exposure for the Doral Box styles in all calls. Highlight the box styles via display placement and POS to avoid having them "blend in" with the other Doral styles.

51855 4006

Source: https://www.industrydocuments.ucsf.edu/docs/gshn0000

001/001 → 1800 BUFFALO RJR-SALES EXEC. ☎910 741 4606 10/23/97 15:39

Winston Box Product Availability

Don't forget this! Great job. Keep it up. Steve

Suggested Goals				95%			95%			85%			65%			65%		
Region	Winston Bx.			Winston Lt. Bx.			Winston Lt. Bx. 100			Winston Ult. Bx.			Winston Ult. Bx. 100					
	Aug.	Sept.	Diff.	Aug.	Sept.	Diff.	Aug.	Sept.	Diff.	Aug.	Sept.	Diff.	Aug.	Sept.	Diff.			
Boston	97.50	97.60	0.10	97.10	96.70	-0.40	91.00	92.00	1.00	57.20	65.10	7.90	58.80	58.80	0.00			
New York	94.80	95.40	0.60	88.90	92.10	3.20	80.40	87.70	7.30	64.10	78.20	14.10	61.30	78.00	16.70			
Philadelphia	93.90	94.80	0.90	89.50	91.30	1.80	74.80	77.30	2.50	39.70	49.30	9.60	32.30	41.70	9.40			
Buffalo	95.50	96.20	0.70	88.30	90.40	2.10	66.70	73.20	6.50	45.10	57.40	12.30	43.40	55.80	12.40			
Pittsburgh	93.00	94.50	1.50	86.00	90.60	4.60	50.10	67.40	17.30	39.00	61.50	22.50	38.00	60.20	22.20			
Cincinnati	90.90	93.50	2.60	87.90	91.50	3.60	42.80	60.60	17.80	36.40	56.20	19.80	35.20	55.80	20.60			
Winston-Salem	89.00	89.90	0.90	87.50	88.50	1.00	65.50	69.40	0.90	37.60	51.00	13.40	36.80	50.70	13.90			
Atlanta	93.40	94.10	0.70	91.60	91.90	0.30	79.60	79.90	0.30	40.10	52.40	12.30	38.80	51.50	12.70			
S. Florida	94.80	94.80	0.00	94.90	94.70	-0.20	87.80	87.30	-0.50	42.00	54.60	12.60	41.00	53.20	12.20			
Dallas	84.20	89.40	5.20	74.30	84.30	10.00	68.90	81.60	12.70	49.50	68.30	18.80	48.70	67.50	18.80			
Richmond	87.60	88.20	0.60	81.80	85.60	3.80	60.00	64.40	4.40	28.90	41.60	12.70	28.40	40.10	11.70			
N. Calif.	91.10	92.10	1.00	74.60	80.40	5.80	54.00	62.70	8.70	16.10	17.10	1.00	15.90	15.20	-0.70			
S. Calif.	94.00	94.50	0.50	79.30	84.30	5.00	71.90	76.30	4.40	19.20	24.40	5.20	16.50	20.90	4.40			
Seattle	94.10	95.90	1.80	85.90	89.20	3.30	73.80	79.60	5.80	13.70	21.30	7.60	13.60	21.20	7.60			
Houston	91.90	94.80	2.90	78.30	87.00	8.70	67.30	80.10	12.80	49.10	65.00	15.90	49.10	64.30	15.20			
Chicago	88.80	91.20	2.40	83.90	87.50	3.60	23.50	38.70	15.20	29.30	36.10	6.80	27.10	34.00	6.90			
Minneapolis	92.60	93.30	0.70	86.20	90.20	2.00	30.50	43.20	12.70	36.60	41.40	4.80	34.60	39.50	4.70			
Denver	87.20	92.10	4.90	75.10	84.70	9.60	53.80	70.30	16.50	44.70	65.10	20.40	44.50	63.20	18.70			
Detroit	81.30	87.80	6.50	76.60	85.00	6.40	20.10	44.10	24.00	19.10	43.80	24.70	18.10	43.10	25.00			
St. Louis	88.00	93.00	5.00	81.50	89.90	8.40	59.20	81.50	22.30	53.50	76.80	23.30	43.40	76.40	33.00			

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